

# **Gordon Institute of Business Science**

University of Pretoria

## **Understanding job satisfaction and labour turnover of semi-skilled employees in the quick service restaurant industry**

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A research project submitted to the Gordon Institute of  
Business Science, University of Pretoria in partial fulfilment of  
the requirements for the degree of Master of Business  
Administration

**9 November 2015**

## Abstract

The quick service restaurant industry in South Africa is plagued by high staff turnover and the cost associated with this. This is especially true for the semi-skilled employees at ground level, working in the restaurants in this industry. These workers are poorly paid and work erratic hours in difficult circumstances. The aim of this study is to identify the factors that influence job satisfaction within this industry. The study also aims to isolate the predominant reasons for both voluntary and involuntary staff turnover.

In order to achieve this, a qualitative study, designed to be explorative was conducted to ensure information gathered, provided deeper insights into the issues studied in this paper. Interviews were conducted with 12 semi-skilled employees working in restaurants in various low level positions ranging from the kitchen to more customer facing. In addition to these, interviews were also conducted with six restaurant managers and six senior corporate managers. Importantly these management interviewees were asked to answer the questions from the point of view of the semi-skilled staff members. The insights from the employee and management interviews were then used to form the basis for the data that was analysed to produce the findings of this study.

The research findings highlight the different points of view of management compared to semi-skilled employees in terms of job satisfaction and reasons for staff turnover. These conflicting points of view brings into sharp attention the mistrust and ignorance that exists between management and staff members. In particular, restaurant management seems unaware of the impact their management styles have on job satisfaction and employee turnover. Employees in general are more fixated on immediate needs and cognitive components of satisfaction as well as payment equity between peers. Research findings can therefore assist management, both senior and restaurant, to better understand the needs of their employees in terms of satisfaction and retention.

## Keywords

Job satisfaction

Labour turnover

Turnover intention

Future time perspective

Hospitality industry

## Declaration

I declare that this research is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

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## **Chapter 1. Definition of Problem and Purpose**

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### **1.1 Introduction**

The Hospitality Industry in South Africa, and more specifically the Quick Service Restaurant (QSR) industry, operate in a challenging labour environment. This industry, as with many in South Africa, takes advantage of the abundance of low skilled, inexpensive labour available in South Africa. Most of the employees in this sector earn close to the minimum wage, and the industry has built their various business models based on the low cost of labour in our country. In addition to the low wages paid, semi-skilled employees are also facing additional expenses such as travel to and from work that further diminishes the value of their monthly wages. Due to the nature of the industry, operating hours are long and employees are often required to work late shifts doing repetitive tasks that offer little or no intellectual stimulation.

As a consequence of this the industry faces very high staff turnover rates, especially at the semi-skilled employee level. Bodla & Hameed (2008), suggest in their research that high turnover rates are linked to job satisfaction in general. One of their findings, namely dissatisfaction with remuneration, could be of special significance in the South African context due to the exceptionally low level of remuneration in our local industry (Mywage.2015). High staff turnover rates can be seen as detrimental to the industry, and manifests itself in terms of the cost of recruiting and training of replacements as well as the negative effects of carrying vacancies on service levels and sales (O'Connell & Kung, 2007).

In addition to high turnover due to dissatisfied employees, which can be seen as voluntary turnover, the industry also has exceptionally high involuntary turnover rates. Working in an environment where there is access to both cash and food, the temptation is there for low earning staff members to take advantage of this. Big brands such as KFC, McDonalds and Nando's have many locations in South Africa, and this combined with the long operating hours of their businesses, make for challenging management conditions. Most of these restaurants will have multiple managers in charge of the various shifts, and this combined with the ease of access to goods and cash, opens the door for pilferage and theft. These workplace deviant behaviours can be seen as one of the major dilemmas facing the QSR industry in this country. Employees are barely paid enough to fulfil their basic needs, and are at the same time exposed to

goods that could fulfil these needs in their day to day work. Research has shown that employees might make up for perceived payment inequities by stealing from their employer (Greenberg, 1990).

Various mechanisms are used within the industry to motivate and incentivise staff to remain loyal and to increase job tenure. An example of this from the industry is to provide employees with staff meals, where employees are entitled to a meal from the menu for each shift worked. Other motivators include having fun days such as employee soccer tournaments or family days to show appreciation to employees. Many restaurants also incentivise employees on achieving sales budgets, or maintaining gross profit levels against an acceptable benchmark. Whilst these initiatives are to be commended, they do not appear to make much of a difference as the industry job separation rate remains very high.

The challenge here is to gain an understanding of the sources of job satisfaction from the perspective of the semi-skilled employees in the industry. Not all levels of employees can be seen to have the same sources of job satisfaction (Hellriegel & Slocum, 2008). What is the significance of the efforts made by management on increasing levels of job satisfaction and are these efforts related to the needs of the employees? There is evidence that the factors that enable employees in their jobs are different for different levels of an organisation (Louw, Sutherland, & Hofmeyr, 2012). Further to having the effect of decreasing employee turnover in the industry, there is also research that suggest that increased job satisfaction in the hospitality industry is linked to increased customer satisfaction (Vandenberghe et al., 2007). The fact is that customer interaction in the QSR industry is mostly the responsibility of these semi-skilled employees and that job satisfaction rates play an important role in the success of these interactions.

Due to the low skills levels required of semi-skilled employees in the QSR industry and the abundance of low-skilled or unskilled labour in South Africa, an additional aspect that needs to be investigated is what the effect of an employee's future prospects is on his current level of job satisfaction. The concept of Future Time Perspective can be used and is defined as the degree to which and the way in which the future is integrated in the psychological present of an individual (Lewin, 1942). In terms of motivational factors, Nuttin (2014), links this very closely to Future Time Perspective. One would expect many of the semi-skilled employees in the industry to live from hand to mouth and therefore have a very short term view of their future prospects. By possibly

increasing the length of this view of the future on can possibly positively affect the quality of motivation and work satisfaction (Lens, Paixao, Herrera, & Grobler, 2012).

The challenge is to understand the enablers of job satisfaction in the QSR industry, specifically focussing on the semi-skilled restaurant workers and to present this in contrast to the beliefs of the management in the industry. In addition a deeper understanding is also needed of the distinction between voluntary and involuntary termination of employment in the Quick Service Restaurant industry and the reasons for both of these. Investigating the effect of future prospects on all of these aspects is a central theme to this research.

## **1.2 Research Purpose and Scope**

The purpose of the research is to establish a further understanding of the factors that influence employee job satisfaction within the QSR industry. Although the industry uses various mechanisms to motivate staff through improved job satisfaction, there is a need for further understanding in terms of the relevance of these motivators for the actual staff members. The study aims to add to the understanding of reasons for employees leaving the industry, either voluntarily or involuntarily, and how this might be linked to the perceived future prospects of employees in the industry.

Additionally the study proposes to gain an understanding of the difference between the factors given by employees and the impressions of management of what these factors are. The study has therefore been conducted with both semi-skilled employees and members of all the different levels of management in the industry.

The study will therefore focus on:

- Understanding the factors that add to job satisfaction of semi-skilled employees in the QSR industry.
- Understanding the factors that detract from job satisfaction of semi-skilled employees in the QSR industry.
- Understanding the factors that lead to voluntary employee turnover of semi-skilled employees in the QSR industry.
- Understanding the factors that lead to involuntary labour turnover of semi-skilled employees in the QSR industry.
- Gaining insight into the factors that would increase tenure of semi-skilled employees in the QSR industry.

### **1.3 Research Motivation**

The motivation for this research is the need to gain a further understanding of semi-skilled employees in the QSR industry as they can be seen as the most crucial element in the success of the industry. The vast majority of the employees working in the QSR industry earn low wages and are expected to work in a reasonably difficult environment. By gaining a better understanding of the factors that could lead to increased job satisfaction the opportunity arises to contribute to the betterment of the lives of employees in the QSR industry.

Furthermore in a country with an official unemployment figure of 24.3% (Statistics SA.2015) it is imperative that employees are retained and employment sustained for as long as possible. The Human Resource Director at a large QSR corporation puts the annual employee turnover rate for semi-skilled restaurant workers at 55%. The cost of this high employee turnover needs to be mitigated and by contributing to the understanding of the reasons employees leave, whether voluntarily or involuntarily, this research could assist companies in the industry to start finding solutions to this problem. This research therefore hopes to shed some light on factors increasing job satisfaction and job tenure.

### **1.4 Research Problem**

Semi-skilled employees in the QSR industry in South Africa work in a difficult environment, earning close to minimum wage. The premise of the research is that at some stage during their tenure employees experience a lack of vision in terms of future prospects, finding themselves in a perceived dead end job. What are the factors that has the greatest influence on job satisfaction in the QSR industry according to semi-skilled restaurant workers, and do these factors compare with management's impressions of the needs of the workers? In other words, how can employees be motivated in a positive manner through increased job satisfaction, and what are those factors that impact negatively on their enjoyment of their jobs?

The current state of affairs in the industry is that staff turnover is very high, with many of these staff members being dismissed for theft of cash and pilferage of goods in their charge. The introduction of the concept of Future Time Perspective which can be either long, with an individual setting long term goals, or short, with an individual more focussed on the present, is investigated as a possible cause for the problems faced (Morselli, 2013). In essence, the problem that the research hopes to provide answers

for here, is whether low paid, semi-skilled employees have a short FTP due to their circumstances, and how this impacts on the employee turnover in the industry.

In order to achieve this the research will focus on three fundamental questions:

1. What are the major enablers and inhibitors of job satisfaction in the QSR industry?
2. What factors have the highest influence on the stay/go decision of semi-skilled employees in the industry?
3. How do semi-skilled workers in the sector perceive their future prospects to ensure increased tenure in the industry?

By finding the answers to these three questions, the research hopes to provide an improved view of where incentives for low paid employees in the Quick Service Restaurant industry should be focussed to improve future prospects for employees and improve the retention of these employees

## Chapter 2. Theory and Literature Review

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### 2.1 Introduction

The following theory review introduces subjects that can be seen as integral to the problem as defined in the opening chapter. As the main driver of this research, job satisfaction will be reviewed to gain a better understanding of the factors that contribute to higher job satisfaction. Gaining an understanding of labour turnover and why people leave jobs, whether voluntary or involuntary, will then be looked at in more detail. Also considered in terms of this, will be the reasons for theft in the industry. Introducing the concept of Future Time Perspective Theory will form the next part of this review, especially where it could be relevant to our research problem. The subjects of the proposed research will be semi-skilled workers in the South African QSR industry and there needs to be an understanding of what a semi-skilled worker is in this context as well as the perceived gap between these worker's expectations and that of management in the sector.

### 2.2 Job Satisfaction

#### 2.2.1 What is Job Satisfaction?

The major component of the proposed research will be to look at the factors that influence job satisfaction in the QSR industry. Robbins and Judge (2013), defines job satisfaction as a positive feeling about your job resulting from an evaluation of its characteristics. Job satisfaction can also be viewed as an attitude towards a job, and attitude has three main components, cognitive, affective and behavioural (Robbins & Judge, 2013). The cognitive component refers to an individual's belief or perception of their circumstance, whilst the affective component can be described as the way this makes that individual feel, and acting on this feeling will then lead us to the behavioural component of an attitude.

##### 2.2.1.1 Effective Job Satisfaction

Moorman (1993), defines effective satisfaction as being based on an overall positive emotional appraisal of a particular job. This component of satisfaction is more concerned with feelings of a positive nature and the types of moods that a respondent experiences when doing their job. The more positive these feelings or moods, the higher the measure of job satisfaction. This emotive aspect of job satisfaction could be seen as an important aspect of job performance in the service industry where

employees are interacting directly with consumers and the service element forms a significant part of the job being performed (Spector, 1985).

#### 2.2.1.2 Cognitive Job Satisfaction

The cognitive component of job satisfaction is based more on the logical and rational evaluation of the conditions of a particular job, not based on emotional judgements, but rather on evaluations of the conditions, opportunities and outcomes of a job (Moorman, 1993). By focussing on the cognitive component, this research hopes to explain certain of the behavioural components that can be observed in the industry, and possibly how to mitigate the negative components.

#### 2.2.2 **Factors Contributing to Job Satisfaction**

Research suggests that some of the factors leading to job satisfaction are interesting jobs that provide training, variety, independence and control (Bond & Bunce, 2003). There is also evidence that suggest that pay forms an important contributing factor to job satisfaction, especially for people who are poor or live in poor countries. Pay is not seen as such a significant factor for people that have reached a comfortable level of living (Robbins & Judge, 2013).

Other factors considered to contribute to overall satisfaction with one's job are interdependence, feedback, social support, the interaction with co-workers inside and outside the workplace (Humphrey, Nahrgang, & Morgeson, 2007). The significance of the interaction between workers leading to job satisfaction will be an interesting factor to consider in the QSR industry, as especially in South Africa this industry is very labour intensive and work conditions are often in pressurised circumstances.

In terms of factors contributing to job satisfaction, Herzberg (1966) theorises that motivators such as recognition, and achievement generate job satisfaction, whilst hygiene factors such as working conditions , pay and interpersonal relations produces job dissatisfaction when they are absent but do not contribute to job satisfaction.

#### 2.2.3 **Measurement of Job Satisfaction**

The sources of job satisfaction are not the same for all individuals and can vary between people (Hellriegel & Slocum, 2005). There are however various models in existence to measure job satisfaction. Thompson & Phua (2012), discuss the need for a more effective rather than cognitive method of testing job satisfaction and introduces the Brief Index of Effective Job Satisfaction. Other approaches for measuring job satisfaction include the use of a single global rating such as "All things considered,

how satisfied are you with your job” or the summation of job facets, which is more refined (Robbins & Judge, 2013).

There is however the issue of determining how cognitive and effective job satisfaction relates to one another both as concepts, but also in how each of these are measured in relation to the other. One suggestion of a theoretical approach is that effective job satisfaction as an overall feeling about a job as a whole, is comprised of the aggregate of all the facets of cognitive job satisfaction (Thompson & Phua, 2012).

#### **2.2.4 Consequences of Job Satisfaction**

Retaining and maintaining an acceptable workforce is a prerequisite to having a healthy and sustainable organisation. Whilst it is not always obvious why an organisation might be struggling with high staff turnover, there is some correlation between a happy work force and retention. Job satisfaction could also positively influence other negative factors in the workplace such as occupational stress, and for these reasons job satisfaction of employees may prevent staff shortages in the future and may even cut costs (van Saane, Sluiter, Verbeek, & Frings-Dresen, 2003). Lee (1988), confirms the implication that job dissatisfaction is related to employee turnover. The implication of this is that whilst there are some question about the link between job performance and job satisfaction, it can be said that staff turnover is linked to job satisfaction.

#### **2.2.5 Job Performance vs Job Satisfaction**

There are also questions regarding the link between job satisfaction and job performance. Studies have shown that in many cases there is no simple link between job satisfaction and job performance (Kirkman & Shapiro, 2001). This can be partly explained by the notion that predicting specific behaviours such as job performance using general attitudes such as job satisfaction is not easily achieved (Hellriegel & Slocum, 2008). Alternatively there exists evidence that organisations as a whole are more effective when job satisfaction rates are high (Robbins & Judge, 2013).

More relevant to the hospitality industry is the link between job satisfaction and customer satisfaction which is shown to be quite strong (Vandenberghe et al., 2007).



## **2.3 Labour Turnover and Turnover Intention**

### **2.3.1 How is Labour Turnover Defined?**

Employee turnover is a highly researched aspect of organisational behaviour and is generally seen as having a significant impact on organisational outcomes as well as employee outcomes (Batt & Colvin, 2011). In general a distinction can be made between two types of employee turnover, voluntary and involuntary turnover, where the employee leaving voluntarily is internally motivated to do so, whilst the employee leaving involuntarily is not doing so by choice (G. J. Lee, 2011). One of the aspects of turnover that has been mostly ignored by research, involuntary turnover in the form of dismissals, will be touched on in this research. The aspect that is of interest here is the case where an employer dismisses individual employees for misconduct of some sort. The alternative “no-fault” dismissals such as layoffs for operational reasons or incapacity will not be further explored.

### **2.3.2 Voluntary Labour Turnover and Turnover Intention**

It has been found that the leading cause of voluntary turnover is job dissatisfaction, and this has been modelled as a series of decision, starting with dissatisfaction and eventually leading to leaving a job (Mobley, 1977). Further to this it has been found that demographic variables also have a significant influence in the decision to leave, with level of education being more influential than race (Wöcke & Heymann, 2012). It is therefore reasonable to expect skills levels to play an important role in staff turnover.

Motivational states for leaving an organisation can be divided into four distinct categories, based on two dimensions, firstly desired staying or leaving and secondly the level of control of this preference (Hom, Mitchell, Lee, & Griffeth, 2012). The four states yielded from these two dimensions:

- i. Enthusiastic leaving – individuals who want to and can leave their current employment.
- ii. Reluctant leaving – individuals who leave because they are forced to or must leave their current employment.
- iii. Enthusiastic stayers – individuals who want to stay and feel no external pressure to stay or leave their current employment.
- iv. Reluctant stayers – individuals who would like to leave their current employment but feel that for some reason they are unable to.

A precursor to voluntary turnover, turnover intention, can also be classified similarly in terms of unpreventable turnover, possibly due to illness or issues at home, desirable turnover where the employer wants an employee to leave due to incompetence and undesirable turnover, where a qualified and competent employee wants to leave an organisation due to job conditions (Kumar, Ramendran, & Yacob, 2012).

When considering turnover intention, there is also a need to distinguish between satisfaction (present oriented) and attraction or expectations (future oriented) for both the role a person currently fulfils or for a future role a person might fulfil (Mobley, Griffeth, Hand, & Meglino, 1979).

### **2.3.3 Involuntary Labour Turnover**

Involuntary turnover in the form of dismissals can only be for the following 3 reasons according to S.A. Labour Law: (NewParadigm.)

- Misconduct such as gross dishonesty, wilful damage to property etc.
- Incapacity
- Operational requirements of the employer

Whilst misconduct can be seen as being directly caused by the employee, dismissal for any of the other two reasons are seen as no-fault dismissals.

### **2.3.4 Causes of Labour Turnover in the Hospitality Industry**

Effective training has been found to have a profound influence on both voluntary and involuntary staff turnover (Poulston, 2008). It was found that the concept of on-the-job training is often abused in the hospitality industry, with this method only being effective when trained trainers were used. Instead new employees are often thrown in the “deep end” and required to “sink or swim” leading to increased stress levels (Poulston, 2008). Faulkner & Patiar (1997), found that effective training and development reduce stress and that this effects staff turnover.

Studies have shown that one of the primary reasons, if not the primary reason for employees leaving the hospitality industry, is remuneration (Kuria, Alice, & Wanderi, 2012). There is evidence that this is especially true for low paid employees of which there are many within the hospitality industry.

Bodla & Hameed (2008) in their research suggests the following five variables that influence an employee’s potential intention to leave a job, which is satisfaction with

remuneration, level of satisfaction with working conditions, the level of satisfaction with management or supervision, their commitment to the organisation and the level of stress they experience at their job.

### **2.3.5 The Cost of Labour Turnover**

The main components related to the cost of employee turnover are (O'Connell & Kung, 2007):

- The staffing component which, in addition to the cost of recruiting and hiring the person initially, now requires a similar amount to be spent hiring a replacement.
- The cost of carrying the vacancy for that particular position in terms of lost productivity and potential lost sales.
- The cost of training the new employee, as chance are that they will not be 100% productive from the day they start. It is also necessary to invest time and resources for training and development.

In the study by McElroy, Morrow, & Rude (2001), evidence is put forth that the performance of organisations are effected by staff turnover, with the greatest effect being that of downsizing the organisation and not necessarily that of voluntary and involuntary turnover. This leads one to believe that in certain instances involuntary turnover through dismissal could have beneficial outcomes for organisational effectiveness.

## **2.4 Customer Misbehaviour**

### **2.4.1 Defining Customer Misbehaviour**

Fullerton & Punj (2004), defines consumer misbehaviour as when consumers behave in a manner that violates the generally accepted norms of conduct in consumption situations and therefore disrupts the consumption order. They go on to list various forms of misbehaviour by customers, such as shoplifting, vandalism and physical and verbal abuse of other customers or employees. This aggressive behaviour by customers towards employees is particularly prevalent in the service industries, where employees are in direct contact with consumers (Dursun & Aytac, 2014). Reynolds & Harris (2006), has shown that particularly in the hospitality industry these deviant customer behaviours are not only common, but endemic. Front line employees in the quick service restaurant industry would be no exception to this, and are often left

dealing with difficult and unreasonable customers in situations that are out of their control.

#### **2.4.2 Consequences of Customer Misbehaviour**

In terms of the consequences of customer misbehaviour on the employees affected, evidence suggest that lowered job satisfaction could be seen as one of these (Yagil, 2008). Research has shown that customer verbal abuse can lead to negative organisational outcomes which could include emotional exhaustion, turnover intentions and negative work related attitudes (Goussinsky, 2012). Findings have also shown that employees in the services sectors are at greater risk of being exposed to aggressive behaviour and that there is an increased risk of violence, more often in interaction with people outside the workplace, for employees in this sector (Dursun & Aytac, 2014).

Organisations often have sophisticated procedures and policies to guide staff in terms handling customer complaints, but in general nothing to deal with the management of all forms of dysfunctional customer behaviours, encountered by customer contact staff on a daily basis (Reynolds & Harris, 2006). Most organisations are focussed on improving customer service, whilst ignoring this darker aspect of service. The quick service restaurant industry is no exception, with improved customer service being very high on all strategic agendas and with no clear initiatives in how to deal with difficult customers or to support those front line staff members that are responsible for customer service.

#### **2.5 Workplace Bullying**

Workplace bullying, also known as mobbing, refers to the systematic mistreatment of a subordinate, a colleague, or a superior, and many researchers claim that exposure to such treatment can be a more crippling and devastating problem for employees than all other kind of stress put together (Salin et al., 2011). Salin et al. (2011), continues to discuss five organisational causes of workplace bullying, with these being:

- Job design and workplace organisation
- Organisational cultures and climate
- Leadership
- Reward systems
- Organisational change

Specifically relevant to the quick service restaurant industry and the semi-skilled employees working in the industry, is job design and leadership. Firstly in terms of job

design, it has been found that working in high temperatures, crowded spaces or otherwise unpleasant environments and relying on sharing tools and equipment, were all associated with higher risk for bullying (Baillien, Neyens, & De Witte, 2008). Kitchens in restaurants provide all these factors and can be described as cramped, hot and noisy work environments.

Secondly, leadership in the form of managers in the restaurants, being in positions of power are often identified as perpetrators of bullying (Salin et al., 2011). The importance of leadership styles form the basis of most of the research that has been conducted into this more destructive aspect of leadership. Studies have found tyrannical and laissez-faire leadership behaviour to be amongst the stronger predictors of bullying behaviour (Hauge, Skogstad, & Einarsen, 2007). Firstly the authoritarian approach to leadership could create a climate of fear, where any attempts from employees to engage with leadership might be considered as futile, as there is little or no room for dialogue (Salin et al., 2011). An aspect of this to consider is when punishment is applied arbitrarily, staff often see this as a form of bullying due to its unpredictability.

Secondly and maybe less obvious is the effects of abdication of leadership or a laissez-fair style of leadership. In this case a fertile ground for bullying between peers and colleagues can be created (Salin et al., 2011). Skogstad, Einarsen, Torsheim, Aasland, & Hetland (2007), found that experiencing laissez-faire leadership style form your manager could lead to high levels of role conflict and role ambiguity, which lead to increased levels of conflict between employees.

Both of these leadership styles are present within the quick service restaurant industry and can be expected to have an influence on employee perceptions of job satisfaction and turnover intention.

## **2.6 Pay Level Satisfaction**

### **2.6.1 Defining Pay Level Satisfaction**

Pay satisfaction can be defined as the amount of overall positive or negative affect (or feelings) that individuals have towards their pay (Miceli & Lane, 1990). In terms of employees working for minimum wage as the semi-skilled employees in the industry in question, the effect of pay satisfaction on overall satisfaction could be quite significant. Literature proposes several causes of pay satisfaction such as personal and job inputs, monetary and non-monetary outcomes, the comparison process and

pay policies and administration (Lum, Kervin, Clark, Reid, & Sirola, 1998). The underlying theoretical concepts are rooted in social comparison theory, with the key concept being that satisfaction with outcomes in terms of pay is dependent on comparisons with other people (Till & Karren, 2011).

### **2.6.2 Influence on Job Satisfaction**

The basis for discussions regarding the influence of pay level satisfaction on job satisfaction has been examined by considering the implications of remuneration on intrinsic and extrinsic motivation in employees (Stringer, Didham, & Theivananthampillai, 2011). The study found the strongest link to job satisfaction to be intrinsic motivation, with pay satisfaction having the strongest link to job satisfaction. On the other hand they found extrinsic motivation to be negatively associated with job satisfaction. Stringer et al. (2011), interestingly also found that employees that are high on both intrinsic and extrinsic motivation, exhibiting high levels of autonomy also perceive their pay as unfair, indicating that perceptions of pay fairness and equity are not determined by an employee's motivational levels.

### **2.6.3 Influence on Turnover Intention**

Lum et al. (1998), in their study of the effect of pay satisfaction on turnover intent, found that pay satisfaction has both a direct and indirect effect on the turnover intent of nurses. Interestingly they found that whilst pay satisfaction was significantly associated with reduced turnover intent, the indirect effect, mediated through job satisfaction and organisational commitment, was weaker. The implication of this being that organisations can focus on decreasing turnover by solely focussing policies on increasing pay satisfaction without at the same time considering job satisfaction and organisational commitment.

Once again the influence of pay satisfaction on intention to leave makes use of the concept of distributive justice, which is based on equity theory (J. S. Adams, 1963). Accordingly, employees bring inputs to their jobs including effort, education, skills, and experience, receiving outcomes such as pay and promotions. The perceived ratio between these inputs and outputs determines the equity or inequity (DeConinck & Stilwell, 2004). In this case employee's feelings of inequity are associated with dissatisfaction.

## **2.7 Employee Theft (Workplace Deviant Behaviour)**

### **2.7.1 Workplace Deviant Behaviour Defined**

Omar, Halim, Zainah, & Farhadi (2011), define workplace deviant behaviour as a deliberate or intentional desire to cause harm to an organisation; that is a voluntary behaviour that violates institutionalised norms and in doing so threatens the well-being of the organisation.

Involuntary labour turnover as result of misconduct can be seen as a consequence of some type of workplace deviant behaviour. There are many causes of this type of behaviour in organisations and the effect of these can be quite profound. Behaviours such as workplace theft, absenteeism, vandalism, and computer fraud all constitute deviance amongst employees (Robinson & Bennett, 1995). Job stressors such as anger or anxiety, interpersonal conflict, and ambiguity and situational constraints can be seen to lead to the responses found in workplace deviant behaviour (Fox, Spector, & Miles, 2001)

Research has also shown that job satisfaction can be shown to be linked to workplace behaviour and that deviant behaviour can be the result of employees that are less satisfied with their jobs (Omar et al., 2011).

### **2.7.2 Employee Theft**

Workplace deviant behaviour in the form of employee theft constitutes one of the most serious and difficult to overcome issues in the management of employees in any sector, and even more so in the hospitality sector, with the abundant availability of food and cash. In a study by Greenberg, (1990), it was shown that workers experiencing underpayment inequities would increase their perceived short payment by stealing from their employer.

In a study of theft in retail organisations it was found that various factors contribute to theft at the workplace including notably, perceived unfair remuneration packages and management attitudes (Moorthy, Seetharaman, Jaffar, & Foong, 2015). The approach taken in this study was to consider individual as well as organisational factors that influenced workplace theft behaviour.

### 2.7.2.1 Individual Factors

The individual factors considered here are, need, opportunity and personal characteristics.

The needs of employees refer to some type of financial need that the employee has. Greenberg (1990), found that there was a direct link between the financial state of an employee and the prevalence of employee theft.

Opportunity is seen as another factor that influences individuals to steal from their employers. Research suggest that theft rates are largely contingent on an employee's opportunity to steal (Thoms, Wolper, Scott, & Jones, 2001). There is evidence that employees that have been in a business longer, get to understand the processes in place to prevent workplace theft, and therefore have a greater opportunity to commit theft by bypaasing these processes (Daigle, Morris, & Hayes, 2009).

Thirdly, personal characteristics will also influence an employee's propensity to workplace theft and other deviant behaviours at the workplace (Mount, Ilies, & Johnson, 2006). These personal characteristics include dishonesty, stealing skill, greed, rationalisation, irresponsibility, selfishness, deceit, lying, crudeness, and malice (Fleeson, 2001).

### 2.7.2.2 Organisational Factors

The organisational factors considered are compensation, justice, ethical work climate, and co-worker theft. Greenberg, (1990), puts forth that a perceived inequity in compensation could lead to employee theft. In this case employees feel entitled to steal from their employers as a means to restore balance in terms of the underpayment.

In terms of organisations, justice refers to fair managerial actions and organisational decisions (Skarlicki & Folger, 1997). In response to perceived organisational injustice, employees might retaliate to get even or even to punish the organisation (Skarlicki & Folger, 1997).

The ethical work climate of organisations have been shown to influence the moral awareness of the employees in the organisation (VanSandt, Shepard, & Zappe, 2006). In organisations where the organisational norms are to encourage unethical behaviour, the employees will often follow suit.



Observing co-worker theft, especially in a climate where they are not punished for their indiscretions, will encourage other employees to engage in employee theft as well. The behaviour of one employee is provoked by the behaviour of others (Moorthy et al., 2015).

### **2.7.3 Workplace Theft in the Hospitality Industry**

An avenue to explore would be the link between turnover intention and employee theft. Evidence exists that suggest that employees that are not planning to remain in a job for a significant length of time could be more willing to steal from their employer (Thoms et al., 2001). Due to the high employee turnover experienced in the QSR industry there could be a link between turnover intention and propensity to theft.

Very limited research has been done regarding the cost of workplace theft within the South African QSR industry, but estimates from research done in the US market put the figure between \$10b and \$120 billion annually (Dunlop & Lee, 2004).

If low wages can lead to employee theft in some instance one could ask the question whether higher wages lead to less theft in organisations. It has been found that relative wages are inversely related to employee theft with an additional finding that higher wages also lead to less collusion between employees to commit theft in their organisations (Chen & Sandino, 2012). The significance of this in the South African QSR industry can be that theft in most cases requires the cooperation of various staff members and that therefore collusion can be seen as one of the major problems faced in the industry when it comes to pilferage.

## **2.8 Attribution Theory**

In simple terms attribution refers to how persons perceive and explain the cause of another's or their own behaviour and tries to explain how we judge people differently depending on the meaning we attribute to a behaviour we observe (Robbins & Judge, 2013). Robbins & Judge (2013), go on to discuss that attribution theory determines whether an individual's behaviour is internally or externally caused when observed. In the case of internally caused behaviours the belief is that the behaviour is caused by factors under the personal control of the individual, whereas externally caused behaviours are believed to be factors where the situation forced the individual to act in a certain manner.

The factors that this internal or external determination depend on are as follows:

- Distinctiveness – whether the behaviour is unusual or not. More unusual behaviours are normally given an external attribution.
- Consensus – whether people in a similar situation behaves in a similar way or not. If the consensus is high, external attribution is normally given.
- Consistency – whether a person responds to a particular situation in the same manner over time or not.

As this research is intended to garner the opinions of two levels of management as well as those of the semi-skilled employees that work in the restaurants, it could be useful to include a mention of the fundamental attribution error that distorts how attributions are perceived by individuals. This attribution error reveals that when individuals make judgements about others, they tend to underestimate the influence of external factors and place higher emphasis on internal factors (Miller & Lawson, 1989).

Research shows that there is a relation between attribution styles and the quality of manager-employee relations, victimisation and aggression, whilst there is also indications that these attribution styles are related to other outcomes that could be significant in this research such as organisational justice and burnout (Martinko, Harvey, & Dasborough, 2011).

## **2.9 Future Time Perspective Theory**

An aspect that this research focusses on is whether an employee's future prospects, or more accurately their belief in what their future prospects is, has an influence on the previously discussed factors of job satisfaction, turnover intention and deviant workplace behaviours. The concept of Future Time Perspective Theory is therefore introduced and the prevalent literature is discussed in the following section.

### **2.9.1 Future Time Perspective Theory Defined**

The concept of psychological time, also referred to as time perspective, denotes the personal experience of an individual's past, present, and future. It can be more formally defined as the totality of the individual's views of his psychological future and psychological past at a given time (Lewin, 1942). Psychological time can be regarded from three clearly distinct aspects (Nuttin, 2014); time perspective proper, characterised by its density, structure and level of realism. Secondly time attitude refers to an individual's positive or negative attitude towards time, whether it be the past, present or future. Thirdly, time orientation refers to an individual's preferential direction towards the past, present or future. In terms of this research the focus will be

on the Future Time Perspective (FTP) of individuals and this can be specifically defined as the degree to which and the way in which the future is integrated in the psychological present of an individual (Lewin, 1942).

## **2.9.2 The Influence of FTP on Motivation and Incentives**

Nuttin (2014), advances the premise that an individual's motivation is closely linked to FTP. The goals and plans made by individuals are rooted in the near or distant future and leads to a future dimension that we have identified as Future Time Perspective. Furthermore, FTP is perceived differently by different individuals, with some having short FTP and setting goals in the near future, and others having a more long term perspective and setting goals in the longer term (Lens et al., 2012). The premise that an individual can have a short FTP due to the circumstances they find themselves in will be a major part of this research.

In terms of incentives and FTP, the general rule is that that the value of an incentive decreases as a function of its temporal delay (Rachlin, 1995). Depending on whether an individual has a long or short FTP, this decrease in value can be less steep for those with long FTP. There is evidence that the extension of FTP can affect the quality of motivation and that this extension could also be seen as a positive and significant predictor of work satisfaction (Lens et al., 2012). Therefore, by establishing a link between incentives and extending FTP, can go a long way to increasing work satisfaction, and job tenure in general.

## **2.9.3 FTP, Socio-Economic Position, and an Uncertain Future**

Adams (2009), indicates in her research that associates the socio-economic position of an individual with their time perspective, that those individuals with a higher socio-economic position have a more future oriented time perspective. In the case of workers in the QSR industry the socio-economic position of these workers are relatively low and would by extension suggest a time perspective that is much less future oriented and more focused on the present. Morselli (2013) puts forward the proposition that in the face of an uncertain future, the more present oriented time perspective could lead to irresponsible behaviour, where the consequences do not matter to an individual as much as when there is a more future oriented time perspective.

The premise of FTP in times when the future is uncertain will have to be investigated further in this research. Whilst the most of this discussion of the theory has focussed

on the individual, one will have to take into account the uncertainty of the environment in which we currently live and what the effect of this would be on attempting to extend FTP in individuals through incentives.

Reinterpreting the concept of Future Time Perspective to distinguish between personal and social FTP (Morselli, 2013), could allow one to re-look how FTP is applied at the individual level as well as more globally.

## **2.10 Semi-skilled Workers**

### **2.10.1 Classification of Skills**

In the context of the proposed research semi-skilled workers would refer to any of the staff members working in non-managerial roles in the South African QSR industry. “Semi-skilled workers are defined, in the case of wage regulating measures, as those employed in occupations such as operator or driver, with minimum stipulated wages lying somewhere between those stipulated for unskilled and skilled workers.”

*International standard classification of occupations (2012)*, distinguishes between four levels of skill.

Skill Level 1 – relates to task that can be seen as quite simple and routine physical or manual tasks. Occupations at this level include cleaners, garden labourers and in terms of the restaurant business, kitchen assistants. We commonly refer to this level of worker as unskilled labour.

Skill Level 2 - occupations at this level require higher levels of numeracy and literacy than level 1, as well as good interpersonal communication skills. Some occupations at this level require the completion of secondary education and in some cases the completion of vocational training in order to fulfil their tasks. Occupations at this level include butchers, bus drivers, shop sales assistance and in the case of the restaurant industry, cashiers, grillers and waitrons. This level of labour is also referred to as semi-skilled labour.

Skill Level 3 – typically involves the performance of complex technical and practical tasks that requires extensive technical knowledge in a specific field. Occupations at this level require study at a higher education institution for a period of 1 – 3 years and in some instances work experience and on-the-job training. These occupations include shop managers, computer support technicians and will be found in the restaurant industry in the form of managers and restaurant support staff such as area managers.

Skill Level 4 – tasks at this level involve complex problem solving and decision making and is based on extensive knowledge within a specialised field. Requirements at this level generally include exceptional levels of numeracy and literacy and excellent interpersonal skills. Occupations at this level include secondary school teachers, medical practitioners and in the case of the restaurant industry would include heads of departments and members of the executive.

### **2.10.2 Human Capital Theory**

One way of regarding skills is by looking at the concept of Human Capital Theory, which includes the knowledge and skills of individuals (Becker, 1964). In different terms, human capital corresponds to knowledge and characteristics the worker has, that he has either acquired or is innate to him, which contributes to his productivity (Acemoglu & Autor, 2011). There is a danger that this notion can be taken too far, especially when linking remuneration to human capital. Some notable exceptions to the presumption that all pay differences are linked to skills are:

- Compensation differentials – an employee may earn less in monetary terms due to a part of his remuneration being other characteristics of the job.
- Labour market imperfections – two employees with the same human capital may earn different wages because of a difference in jobs in terms of their productivity and pay, with one matched up with a high productivity job and the other with a low productivity job.
- Taste-based discrimination – employers may pay lower wages to certain groups of employees based on race or gender due to their prejudices.

Of these examples, especially the last one rings true for the labour market in South Africa, with the earning differential due to race still very significant. The use of the human capital theory in the case of this research must be approached considering the historical disadvantage most of the employees in the industry has faced.

Human capital theory also presents problems when it comes to measurement (Wright & McMahan, 2011). The three most common methods of measuring human capital have been the use of subjective measures, proxy measures and direct assessments, but they all have drawbacks and point to the need for improved measurement based on a common definition of human capital (Wright & McMahan, 2011).

## **2.11 Conclusion to Literature Review**

This literature review highlights the theoretical base for the dilemma of ensuring job satisfaction and reducing employee turnover within the Quick Service Restaurant industry in South Africa. The review provides a basis for exploring job satisfaction further and distinguishes between the various elements that contribute to job satisfaction. In the context of this research this provides the necessary background to enable the rating of the aspects that employees see as positive contributions to job satisfaction and how this compares to the impressions of management.

The review also makes the important link between job satisfaction and turnover intention. Employee turnover is a major issue within the industry and the costs of this problem cannot be underestimated. Exploring the reasons for both voluntary and involuntary employee turnover forms a central theme in the research. In terms of voluntary turnover a question that the research hopes to answer is whether employees are leaving due to external opportunities or due to internal pressures. Involuntary turnover in the form of dismissals due to workplace deviant behaviour will also be investigated.

The industry survives by paying semi-skilled staff minimum wage, and the literature review therefore also discusses the influence of pay level satisfaction on job satisfaction and turnover intention. Pay level satisfaction can also be seen as one of the factors driving employees to workplace deviant behaviours such as theft and fraud.

Lastly the concept of future time perspective is introduced as a possible way of connecting all these concepts. The presumption is that semi-skilled employees have a short future time perspective and that this is seen as a factor influencing their behaviour and attitude towards their jobs. The outcomes of the research in terms of job satisfaction should therefore give some insight into how this future time perspective could possibly be lengthened, with employees seeing more of a future for themselves within the industry.

## Chapter 3. Research Question

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### 3.1 Research Question 1

What are the factors that currently lead to job satisfaction for semi-skilled employees in the QSR industry?

### 3.2 Research Question 2

What are the factors that currently lead to job dissatisfaction for semi-skilled employees in the QSR industry?

### 3.3 Research Question 3

What are the factors that would cause semi-skilled employees to voluntarily leave employment in the QSR industry?

### 3.4 Research Question 4

What are the factors that would cause semi-skilled employees to be involuntarily separated from employment in the QSR industry?

### 3.5 Research Question 5

What are the factors that would increase the tenure of semi-skilled employees in the QSR industry?

### 3.6 Research Question 6

Do the two levels of management and the semi-skilled employees have the same view of job satisfaction and the reasons for employee turnover?

## Chapter 4. Proposed Research Methodology and Design

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### 4.1 Research Design

Distinction is made between different types of studies in the following way (Saunders & Lewis, 2012):

- Exploratory studies – used when a topic is not well understood and the phenomenon being studied is relatively new and the problem uncertain. Although the focus of such a study will initially be broad, it is important to narrow this as the study progresses.
- Descriptive studies – concerned with accurately describing persons, events or situations. It gives you an indication of what is happening, but not necessarily why it is happening.
- Explanatory studies – attempts to explain a certain occurrence and find a causal relationship between variables. Takes descriptive studies further and searches for the reason why.

As in this case, the research hoped to provide a further understanding of the proposed area of job satisfaction and turnover intention in the Quick Service Restaurant Industry the use of an exploratory design was deemed to be most appropriate. Due to the social nature of the research, an exploratory study allowed the researcher to put himself in the best place to discover the richness of the responses (Stebbins, 2001).

By nature an exploratory study was also seen to be less structured and therefore appeared less intimidating to the participants of the study and allowed the researcher to conduct the interviews in a less formalised setting.

Quantitative research emphasises quantification in the collection and analysis of data, entailing a deductive approach to the relationship between theory and research. It incorporates the practice and norms of the natural scientific model and takes the view of social reality as an external objective reality (Bryman & Bell, 2015). Qualitative research, by contrast, usually emphasises words rather than quantification in the collection and analysis of data, predominantly emphasising an inductive approach to the relationship between theory and research. It places an emphasis on the ways in which individuals interpret their social world and takes the view of social reality as a constantly shifting emergent property of individuals' creation (Bryman & Bell, 2015).

The method of data collection was semi-structured, face to face interviews. The semi-structured approach to interviewing allowed for prepared questioning guided by



identified themes in a systematic, consistent manner which often has the capability of disclosing important and often hidden facets of human and organisational behaviour (Qu & Dumay, 2011). An important underlying facet of the semi-structured interview, and one that allowed for its suitability as a data collection tool in this research was the assumption that questions had to be comprehensible to the interviewee. It also allowed for sensitivity from the interviewer in responding to the differences in the way interviewees understood their worlds.

In order to overcome any feeling amongst the participants of incriminating themselves and to facilitate open and honest conversation, the interview made use of projective techniques.

“Projective techniques facilitate the articulation of otherwise repressed or withheld thoughts by allowing the research participant or subject to ‘project’ their own thoughts onto someone or something other than themselves” (Boddy, 2005). The interview questions were designed in such a manner as to ask the participants to give their opinion or impression of their colleagues and not necessarily of themselves.

Due to the sensitive subject matter of the interviews and to ensure the participants felt free to answer honestly, conducting the interviews face to face with individuals was deemed to be most appropriate. The researcher ran pilot interviews and all questions were open ended. This method of interviewing allowed for the necessary flexibility to allow participants to add richness to their answers and gave the interviewer the opportunity to guide the conversation without being hampered by too much structure.

Having made use of open-ended question techniques, the interviewer used a form of questioning that allowed respondents to answer in their own words. Even though the researcher might have had some hunches about the kind of answers expected, he could not specify them in advance (Jankowicz, 1995). Data gathered in this way, whilst disorganised, provided a richness that would otherwise not be attainable.

## **4.2 Population and Sampling**

### **4.2.1 Population**

Saunders & Lewis (2012), defines a population as a complete set of group members. The population for this research was semi-skilled staff, restaurant management and corporate management employed in the Quick Service Restaurant Industry in South Africa, and more particularly in one company in South Africa. Restaurant management were selected based on reputation as stable and engaged managers, whilst the

members of corporate management selected had to be intimately involved in the restaurants with first-hand knowledge of the day to day activities in the restaurants.

#### **4.2.2 Unit of Analysis**

The unit of analysis was the perceptions of semi-skilled workers in the Quick Service Restaurant Industry.

#### **4.2.3 Sampling Method and Size**

The sample is a sub-group of the whole population (Saunders & Lewis, 2012). The sample consisted of employees from a leading QSR group employing 7000 people in 305 restaurants in South Africa. Due to the diversity of the population no sampling frame was used. For this reason non-probability sampling techniques were used and more specifically quota sampling and purposive sampling. Non-probability sampling techniques are used when you do not have a complete list of the population, and can therefore not select your sample from the population at random (Saunders & Lewis, 2012).

Quota sampling allowed the researcher to select participants based on certain characteristics in the population chosen by him (Saunders & Lewis, 2012). In this case, the sample was selected to cover semi-skilled workers in each of the job descriptions in the restaurants. Four employees were selected from each of the main functions in the restaurants, cashier, waitron and griller in order to achieve insights into the diverse challenges faced by employees in the industry.

In terms of repeating these interviews with certain members of the management of the organisation the researcher used purposive sampling. Purposive sampling allowed the researcher to choose the sample based on his judgement based on a range of possible reasons or premises (Saunders & Lewis, 2012). Firstly, six restaurant managers were chosen based on their reputation within the business as being involved in their restaurants and with their staff members. In order to ascertain this there was consultation with the layer of management just above the restaurant management.

Members of the corporate management structure was chosen based on their sphere of influence and proximity to the semi-skilled employees and the operations of the restaurants. Once again purposive sampling techniques were used and emphasis was placed on interviewing managers of various levels of seniority.

The breakdown and size of the sample interviewed is presented in Table 2.

**Table 1: Sample Breakdown**

Designation	Category	Sample Size
Grillers	Semi-skilled employee	4
Cashiers	Semi-skilled employee	4
Waitrons	Semi-skilled employee	4
Restaurant Manager	Management	6
Regional Manager	Management	2
Restaurant Specialist	Management	1
Operations Manager	Management	1
General Manager	Management	1
CEO	Management	1

### **4.3 Data Collection and Interview Guide**

Data collection consisted of 24 face-to-face semi-structured interviews conducted throughout South Africa. Restaurant employees, both managers and semi-skilled employees, were interviewed in the restaurants where they work, with 12 interviews conducted in Gauteng, three in Cape Town and three in Durban. Senior management interviews were all conducted at the head office in Johannesburg. Interview times ranged from 30 to 50 minutes depending on the level of detail discussed during the interviews. To allow for open and less intimidating circumstances, the interviews with the semi-skilled staff members were documented by taking notes. All management interviews were recorded to assist with the analysis process. In terms of the receptiveness of the interviewees, from a management level there was much more detailed discussion and especially the senior management shared their views freely. The restaurant management, whilst willing to share, got into less detail, and their answers to the interview questions were much more operationally inclined and of a practical nature. The interviews with the semi-skilled staff in the restaurants were the

most challenging for two reasons. Firstly it was more difficult to establish trust with them, as most of the people interviewed felt a sense of intimidation being interviewed by a person from head office. Secondly there was instances where the language barrier made the understanding of the questions difficult for the interviewees.

Two separate interview guides were created in order to ensure the interviewees found the questions understandable and accessible (Appendix 1 and 2). Interviewees were also requested to sign the consent form, and it was clearly explained to them at this stage that the interviews were confidential and that the reporting would be anonymous. The interview guide for the management level consisted of 11 questions that was used to give the interview and results a certain level of structure and to make reporting on the results easier (Qu & Dumay, 2011). The employee interview guide contained 11 questions but these questions were posed in a different manner, allowing the interviewee to guide the interview and to not feel intimidated by the questions.

#### **4.4 Data Analysis**

##### **4.4.1 Qualitative Data Analysis**

The proposed research involved analysing the data deductively to find evidence in the data to answer the research questions and to test the propositions that had been developed (Saunders & Lewis, 2012). In order to successfully analyse qualitative data the researcher had to find patterns by categorising or coding the data systematically. Then the researcher had to decide on the unit of data to attach to the categories or codes, and finally attach the categories to the relevant pieces of the data. In the case of this research the categories were based on terms such as job satisfaction, future time perspective and turnover intention.

In order to successfully code and present the outcomes of the interviews, the research made use of content analysis, a widely used qualitative research technique. Hsieh & Shannon (2005), identifies three approaches to content analysis:

- Conventional – coding categories are derived directly from the text data
- Directed – analysis starts with a theory or relevant research findings as guidance for initial codes
- Summative – involves the counting and comparisons of keywords or content, followed by interpretation of the underlying context

Summative content analysis was used to analyse the data gathered from the interviews, with key themes being identified and then quantified in tabular form in order to compare and interpret the content.

#### **4.5 Research Limitations**

The main limitations of the proposed methodology and scope are:

- Exploratory research has certain limitations by design, providing tentative answers which might need to be followed up by more detailed research (Saunders & Lewis, 2012).
- As there was no sampling frame and non-probability sampling was used, the research can be said to not be representative of the entire industry.
- Trusting the validity of the data can be seen as another limitation. A certain level of trust had to be established between the interviewer and interviewee in order to get honest answers.
- The research was limited to one company and may therefore not be representative of the entire QSR industry in South Africa.

#### **4.6 Conclusion**

The design and methodology used in this research was specifically intended to provide the ideal platform for gathering and presenting the data in the most suitable way. The sensitive nature of the interview criteria had to be taken into consideration in order to ensure richness and depth of information.

## Chapter 5. Results

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The results presented in this chapter are structured as per the research questions in chapter 3. Firstly the results for the senior management interviews are presented, whereafter results for restaurant management and then the results for the semi-skilled employees are presented. The key observations are discussed under the relevant questions. As discussed in chapter 4, the research methodology was qualitative and exploratory in nature, with semi structured interviews utilised as the research technique. This provided a level of flexibility to uncover new insights.

All twelve management and twelve semi-skilled employee interviews were conducted over a period of 5 weeks. The management interviews were conducted with a range of management within the company, including six restaurant managers, the CEO of the company owned restaurants, regional managers, general managers and the restaurant communications manager. Employee interviews covered a range of positions in the restaurants, from grillers working in the kitchens to front of house employees such as cashiers and waitrons. Interviews ranged from twenty minutes to an hour depending on availability and the details of the answers given.

Due to the semi-structured nature of the interviews, not all respondents answered all questions. Interviews with management were mostly recorded with their consent and notes were made to supplement recordings. All semi-skilled staff interviews were manually recorded by taking notes so as to encourage the employees to speak more freely. The factors of each answer were then grouped together making use of Excel.

### 5.1 Research Question 1

#### **What are the factors that currently lead to job satisfaction for semi-skilled employees in the QSR industry?**

Job satisfaction can be considered in terms of effective job satisfaction and cognitive job satisfaction. Effective job satisfaction can be seen as a more emotive aspect and is concerned with an employee's feelings about their job. Cognitive is more concerned with the rational evaluation of the nature of the conditions of a job, in other words the more tangible benefits of a job.

The views of the respondents were varied, firstly within management layers, and secondly between management and the semi-skilled employees. In order to analyse these responses, inductive content analysis was used to identify the various factors that would lead to job satisfaction within the QSR industry. Factors were ranked

according to the number of respondents identifying each of the factors. The ranked factors will be presented separately for senior management, restaurant management and semi-skilled employees. High ranking factors can be seen to indicate a high level of agreement of the influence of the factor on job satisfaction.

### 5.1.1 Management Results

**Table 2: Factors leading to job satisfaction – Senior Management**

<b>Ranking</b>	<b>Factors leading to job satisfaction</b>	<b>Respondents (n = 6)</b>
1	Staff meal	6
2	Medical aid	5
3	Staff transport	5
4	Brand affinity	4
5	Teamwork	3
6	Skills acquisition	3
7	Growth opportunities	2
8	Incentives	1
9	Climate Survey	1

**Table 3: Factors leading to job satisfaction - Restaurant Management**

<b>Ranking</b>	<b>Factors leading to job satisfaction</b>	<b>Respondents (n = 6)</b>
1	Staff meal	6
2	Medical aid	6
3	Incentives/recognition	5
4	Staff transport	4
5	Company values	3
6	Industry leading benefits	2
7	Daily staff meeting	2

Factors that were listed by 4 or more respondents were deemed significant and will be discussed in more detail below.

#### 5.1.1.1 Staff Meals

Each semi-skilled employee receives a meal from the restaurant menu for every shift worked. All members of senior management and restaurants management that were interviewed were of the opinion that the employees found these meals an important factor leading to increased job satisfaction. In some cases they felt that these meals were the main daily meal for many employees. There was also a feeling that due to the fact that these meals were consumed during the shift, it afforded the employees the opportunity to socialise with other staff members away from the pressures of the work day. In addition to this there was a feeling that staff appreciated the fact that they were given meals from the menu of the restaurant.

The following views were expressed by some of the interviewees:

- *“... for many people their staff meal is their meal for the day”*
- *“Giving a staff meal that is from the menu is more than most of the other companies in the sector do”*
- *“Employees love their daily staff meal”*

#### 5.1.1.2 Medical Aid

Another factor most senior and restaurant managers felt was a leading factor in promoting job satisfaction, was the recent addition of company sponsored medical aid for semi-skilled employees, with eleven out of the twelve interviewees highlighting this. In addition to the company contributing the full cost for employees, they could also add beneficiaries to their medical aid at a very reasonable cost. Managers felt that this benefit was quite unique within the industry and therefore contributed considerable to positive feelings from semi-skilled employees towards their jobs. Restaurant management also felt that the employees recognised the fact that this was an industry leading initiative.

The following views were expressed by some of the interviewees:

- *“We’ve just launched a medical aid scheme, fully paid for, for day to day medical expenses that was very well received by many of the employees”*
- *“The Momentum medical scheme is appreciated by employees although some would have preferred benefits such as over the counter medicine being available without having to go to the doctor first”*



#### 5.1.1.3 Staff Transport

Five of the senior managers and four of the restaurant managers felt that providing staff members with transport in the evenings had a significant impact on positive feelings towards their jobs. Transport cost forms a significant portion of the expenses that employees incur, and having organised, paid for evening transport mitigates some of these costs. An additional benefit is that staff have the comfort that they will be able to get home when working late shifts, as there is often no public transport available at these times.

The following views were expressed by some of the interviewees:

- *“We believe these benefits, like transport, staff meals and uniforms, nice uniforms at that, makes us attractive versus our competitors”*

#### 5.1.1.4 Brand Affinity and Values

Four of the senior managers and three of the restaurant managers interviewed felt that being identified as part of the particular brand of the company played a significant role in the way employees perceived their jobs and the satisfaction of their jobs. Working in a well-known, desirable brand, and being identified with a specific brand through the uniform that employees wear, was seen as something employees would feel positive about. There was also a sense that the core values of the company and the reinforcing of these values through the values compass program, had a significant impact on the employees sense of belonging and satisfaction.

The following views were expressed by some of the interviewees:

- *“I believe they enjoy the brand, working for the brand, they feel affiliated towards that”*
- *“Being part of the the company family I think is very appealing to them”*

#### 5.1.1.5 Incentives/recognition

Five of the restaurant managers and one of the senior managers interviewed felt that the employees appreciated the incentives that were on offer for good performance. These include cash incentives for good team performance, and at an individual level an employee of the month and quarter is chosen and recognised and rewarded. Restaurant managers also felt that it was important to verbally recognise good work on a daily basis, and that staff reacted positively to this kind of recognition.

The following views were expressed by some of the interviewees:

- *“Employees appreciate approachable, humble superiors that praise staff for doing good work...”*

## 5.1.2 Semi-skilled Employee Results

Table 4: Factors leading to job satisfaction - Semi-skilled Employees

Ranking	Factors leading to job satisfaction	Respondents (n = 12)
1	Staff meal	12
2	Medical aid	12
3	Staff transport	9
4	Teamwork and socialising	8
5	Growth opportunities	6
6	Customer Interaction	4
7	Challenging work	4
8	Better comparable benefits	4
9	Skills acquisition	2
10	Provident Fund	2

Factors that were listed by 8 or more respondents were deemed significant and will be discussed in more detail below.

### 5.1.2.1 Staff Meals

All semi-skilled employees interviewed had the view that staff meals were a significant factor influencing their positive feelings about their jobs. From an employee point of view, staff meals were deemed beneficial due to the money saving aspects of staff not having to buy their own food whilst at work. The fact that the meals were from the menu was not necessarily deemed as a positive as some staff members expressed that they had been eating the same thing for years and that a change would be good.

The following views were expressed by some of the interviewees:

- *“Every day we eat chicken and chips. I’m tired of eating chicken...”*
- *“Staff meals are nice because they save us money because we don’t have to bring a lunch box from home”*

### 5.1.2.2 Medical Aid

Having recently introduced medical aid for all staff members, all respondents welcomed this as a positive. Interestingly, at least half of the respondents also realised that this type of benefit was not the norm in the industry and felt that their company provided better benefits than the rest of the industry. Many of the staff members interviewed had not made use of their medical aid as yet, but still saw the value of the benefit.

The following views were expressed by some of the interviewees:

- *“The company is the only company that gives medical aid and has better benefits than other places”*
- *“I have not used my medical aid but it’s very good, but it would have been better if it was also for the kids.”*

### 5.1.2.3 Staff Transport

Most of the interviewees saw the benefit of having organised, paid for evening transport. In addition to the saving in terms of expenses for them, they also felt that this transport was safer than if they had to organise their own transport in the evenings. Many held the view that having all transport organised would be a great benefit.

The following views were expressed by some of the interviewees:

- *“If you try to find public transport at night it can be very difficult and you can get home very late”*
- *“I still spend R400 to R500 on transport every month...”*

### 5.1.2.4 Teamwork and Socialising

Of the employees interviewed eight of them expressed the view that they really enjoyed the social aspects of their work. The nature of the work being dependent on a team working together was highlighted as something that employees found as a factor leading to job satisfaction. Due to the working hours that employees are subject to in the industry they often make friends at work, and find companionship at work.

## 5.2 Research Question 2

### **What are the factors that currently lead to job dissatisfaction for semi-skilled employees in the QSR industry?**

Considering the aspects of the jobs in the QSR industry that employees find less enjoyable or challenging, the views of the respondents were varied, firstly within management layers, and secondly between management and the semi-skilled employees. In order to analyse these responses, inductive content analysis was used to identify the various factors that contribute to employees not finding their jobs enjoyable within the QSR industry. Factors were ranked according to the number of respondents identifying each of the factors. The ranked factors will be presented separately for senior management, restaurant management and semi-skilled employees. High ranking factors can be seen to indicate a high level of agreement of the influence of the factor on job satisfaction.

#### 5.2.1 Management Results

**Table 5: Factors leading to job dissatisfaction - Senior Management**

<b>Ranking</b>	<b>Factors leading to job dissatisfaction</b>	<b>Respondents (n = 6)</b>
1	Work hours	6
2	Challenging work environment	5
3	Negative customer interaction	5
4	Employee/management conflict	4
5	Cost of transport	3
6	Harassment (verbal and physical)	3

**Table 6: Factors leading to job dissatisfaction - Restaurant Management**

<b>Ranking</b>	<b>Factors leading to job dissatisfaction</b>	<b>Respondents (n = 6)</b>
1	Work hours	6
2	Understaffing	5
3	Compliance pressures	4
4	Negative customer interaction	4
5	Scheduling practices	3
6	Remuneration	3
7	Employee/management conflict	2

Factors that were listed by 4 or more respondents were deemed significant and will be discussed in more detail below.

#### 5.2.1.1 Work Hours

All the respondents, both senior management and restaurant management, felt that the irregular hours that forms part and parcel of the restaurant industry contributed significantly to the unhappiness of employees. Employees are expected to work shifts that often end late in the evenings, with most restaurants in the industry open at night. In addition to this, restaurants in the industry are mostly busy during weekends, requiring employees to work on weekends and take their off days in the middle of the week. This has an obviously negative impact on their work-life balance, and is seen as detrimental to job satisfaction. Employees are also often asked to work overtime due to short staffing, adding to the burden of already difficult hours.

The following views were expressed by some of the interviewees:

- *“The late working hours can be very difficult, especially if you close at night and then open again the next day, getting home very late and then getting up early for work”*

#### 5.2.1.2 Challenging work environment

The nature of restaurants in general, and commercial kitchens in particular, was seen by many of the respondents, especially the senior management interviewees, as being a difficult environment to work in. Staff are required to work with reasonably hazardous equipment under extreme pressure. Tasks are also often very repetitive and tedious and not very stimulating. Most employees are required to be on their feet for the majority of their shift and have to deal with potential health hazards such as extreme heat, smoke and slippery floors.

The following views were expressed by some of the interviewees:

- *“The front grillers feel that the new grill is creating more smoke and that they are going to get sick”*

### 5.2.1.3 Negative customer interaction

Both the senior management and restaurant management respondents ranked difficult and abusive customers as one of the top reasons for staff not finding their work enjoyable. The nature of the industry, being service based, lends itself to issues arising from unhappy consumers. There is often a feeling however that many of the issues that customers take exception to are out of the control of the employees on the ground, yet they are often blamed by customers. In many cases customers can get very abusive towards staff, and in extreme cases physically abuse staff members. In addition staff members often feel that managers and head office will always take the side of the consumer against the employee, even though the employee might not have been at fault.

The following views were expressed by some of the interviewees:

- *“Waitrons have the worst job because they always take the blame for someone else’s mistakes”*
- *“we have been seeing a lot of sexual harassment from customers towards female waitrons recently”*

### 5.2.1.4 Understaffing

This issue was not raised by any of the senior management, but five of the restaurant managers believed this to be a significant factor leading to job dissatisfaction amongst the employees in their restaurants. Reasons given for understaffing ranged from being short-staffed due to absenteeism, having people on sick leave or maternity leave, and also pressures from senior management to control costs. The consequence of understaffing was felt to be additional pressure on the staff members at work, combined with a feeling of having to cover additional responsibilities without being compensated. This was also believed to often lead to animosity between staff members, making the work environment even more unpleasant.

The following views were expressed by some of the interviewees:

- *“... feeling they have to cover for other people. Covering for others due to absenteeism and being asked to work overtime due to this”*

### 5.2.1.5 Employee-management Conflict

This issue was raised more prominently by senior management than by restaurant management, with four of the senior managers raising this as a factor leading to employee dissatisfaction. Staff members often feel unfairly treated by the restaurant managers and feel that they are more often than not blamed for any issue at the restaurant, even if the issue is with the management of that restaurant.

### 5.2.1.6 Compliance pressure

Four of the restaurant managers raised this as having a negative impact on employee enjoyment of their work. They felt that compliance audits in terms of operational standards as well as the mystery shopper programme in terms of service standards lead to significant levels of anxiety amongst staff members. The fact that these results were linked to performance incentives for both management and employees alike, was also seen as a contributor to this.

The following views were expressed by some of the interviewees:

- *“Employees are very scared of the escudo auditors...”*
- *“most of the staff think the auditors are just out to get them”*

## 5.2.2 **Semi-skilled Employee Results**

Table 7: Factors leading to job dissatisfaction - Semi-skilled Employees

<b>Ranking</b>	<b>Factors leading to job dissatisfaction</b>	<b>Respondents (n = 12)</b>
1	Treatment by restaurant management	10
2	Work pressure	10
3	Customer treatment	10
4	Uneven workload distribution	9
5	Unequal remuneration	7
6	Work Hours	7
7	Cost of transport	4
8	Xenophobia	1

Factors that were listed by 8 or more respondents were deemed significant and will be discussed in more detail below.

#### 5.2.2.1 Treatment by Restaurant Management

Out of the twelve employees interviewed ten felt that the way restaurant management treated semi-skilled employees in the restaurants was a major factor contributing towards employees not enjoying their jobs. Some employees felt that the pressures of the brand put on restaurants in terms of compliance to rules, drove the managers to put undue pressure on them. Another aspect that was raised was that some employees felt that favouritism was a big issue when it came to managers, with only the employees that the managers liked being offered opportunities. There was even some comments regarding female managers being more difficult than male managers.

The following views were expressed by some of the interviewees:

- *“I wanted to leave when I was working for a female manager for three years, but I am an orphan and need to look after myself”*
- *“I have applied for better positions twice but have given up trying because I knew she (manager) did not like me”*

#### 5.2.2.2 Work Pressure

Most of the employees interviewed felt that the pressure that comes with their jobs was a significant detractor to job satisfaction, with ten of the interviewees raising this. One of the points raised here was that the work was quite laborious and that on busy days after serving many customers they were still expected to do cleaning. Most of the interviewees expressed the opinion that much of the pressure was due to their restaurants being understaffed and was therefore unfair.

The following views were expressed by some of the interviewees:

- *“There are times when I am the only one coordinating, both eat in and take out, and then the managers still shout at us”*
- *“... after serving a thousand people in a day we still have to clean our sections...”*



### 5.2.2.3 Customer Treatment

Once again ten of the semi-skilled employees interviewed felt that the way they were sometimes treated by customers was a factor that lead to less than satisfactory. There was a feeling that customers would often exaggerate small problems and that management would always take the side of the customers. Most of the employees felt that customers were often unreasonable or that the front line employees such as cashiers or waitrons often got blamed for mistakes made by somebody else.

- *“Customers always make a big issue even if it's just small thing...”*

### 5.2.2.4 Uneven Workload Distribution

Nine of the staff members interviewed felt unhappy about their jobs due to the fact that certain jobs required more work than others. These views were expressed mostly with the workload of the grillers compared to that of the cashiers and the waitrons. Interestingly even some of the cashiers shared this sentiment that the grillers worked too hard compared to them. An underlying motivation for these feelings was also that cashiers in most restaurants earned more than the grillers, which was also deemed unfair.

- *“It is the griller who make the chicken...”*
- *“The people at the back grill have so much to do, they are working the hardest in the restaurant”*

## 5.3 Research Question 3

**What are the factors that would cause semi-skilled employees to voluntarily leave employment in the QSR industry?**

The leading cause of voluntary labour turnover is thought to be job dissatisfaction, and in terms of the interviews conducted with both senior management and restaurant management, there were varied views regarding the reasons for employees voluntarily leaving the QSR industry. In order to analyse these responses, inductive content analysis was used to identify the various factors leading to employees voluntarily leaving the industry. Factors were ranked according to the number of respondents identifying each of the factors. The ranked factors will be presented separately for senior management, restaurant management and semi-skilled employees. High

ranking factors can be seen to indicate a high level of agreement of the influence of the factor on job satisfaction.

### 5.3.1 Management Results

**Table 8: Factors leading to voluntary turnover - Senior Management**

<b>Ranking</b>	<b>Factors leading to voluntary turnover</b>	<b>Respondents (n = 6)</b>
1	Greener pastures	6
2	Unrealistic expectations	6
3	Work Pressure	5
4	External growth opportunity	4
5	Financially unsustainable	3
6	Relocation	3

**Table 9: Factors leading to voluntary turnover - Restaurant management**

<b>Ranking</b>	<b>Factors leading to voluntary turnover</b>	<b>Respondents (n = 6)</b>
1	Work pressure/understaffing	6
2	External growth opportunity	5
3	Greener pastures	5
4	Unrealistic expectations	4

Factors that were listed by 4 or more respondents were deemed significant and will be discussed in more detail below.

#### 5.3.1.1 Greener Pastures

Most of the respondents felt that the idea of greener pastures existing elsewhere was one of the main reasons for employees voluntarily leaving employment in the industry. The fact that most semi-skilled employees in the sector work for meagre wages, made the prospect of any extra money, no matter how little, a compelling reason to leave. In addition to the allure of money, these greener pastures could also include better working hours allowing a better work-life balance. There was a feeling however that many of these employees were often quickly disillusioned with the new positions as they do not always consider their current package as a whole, but fixate on the cash component.

The following views were expressed by some of the interviewees:

- *“I think our staff is very loyal to the brand, but they will move for money”*
- *“Many of our cashiers go to the likes of Woolworths but are then back asking for a job after three months. Unfortunately our policy is to not take staff back once they have left”*

#### 5.3.1.2 Work pressure

Ranked as a factor by all restaurant managers and by five of the senior managers, work pressure seems to have significant impact on voluntary employee turnover in the QSR industry. Whilst the senior managers mostly felt that this was just part of the nature of the industry, the general consensus amongst restaurant managers was that this was due to staffing levels not being adequate. This was especially highlighted in terms of waitron staff not being sufficient in numbers.

The following views were expressed by some of the interviewees:

- *“Many of our staff feel that the company do not hire enough, because they compare. If you compare Spur and the company, currently they will be operating with around twenty waiters to twenty five, and we are operating with fourteen...”*

#### 5.3.1.3 Unrealistic Expectations

All the senior managers interviewed and four of the restaurant managers felt that many of the new employees joining the organisation did not know what they were in for. Most of the new employees in the sector are first time job seekers and the average age of these employees are quite young. During recruitment they are either not made aware of the realities, or do not comprehend what the job will be like. Many leave employment in the sector in the first three months of employment due to this disillusionment with the requirement of the job.

The following views were expressed by some of the interviewees:

- *“These young people see the company as a rich company and believe that if they work here they will get big salaries...”*

### 5.3.1.4 External growth opportunities

Most of the respondents also raised the phenomenon that many of the employees in the industry were either engaged in further studies, or had plans to further their studies in the near future. There was a feeling amongst respondents that many of the younger staff members used the sector as a temporary place of employment whilst completing their studies in another field outside of the industry.

The following views were expressed by some of the interviewees:

- *“Using recruiting tools such as Harambee, we employ young people who do not necessarily want to work in the industry, but needs something to tide them over until they get into an industry they are interested in.”*
- *“Young employees see our restaurants as a starter kit for getting into a job”*

### 5.3.2 **Semi-skilled Employee Results**

**Table 10: Factors leading to voluntary turnover - Semi-skilled Employees**

<b>Ranking</b>	<b>Factors leading to voluntary turnover</b>	<b>Respondents (n = 12)</b>
1	Greener pastures	10
2	Treatment by restaurant management	9
3	Nature of the work	9
4	Job understanding	7
5	Study opportunities	4
6	Relocation	4
7	Lack of opportunities	2

Factors that were listed by 8 or more respondents were deemed significant and will be discussed in more detail below.

#### 5.3.2.1 Greener Pastures

Of the twelve semi-skilled employees interviewed, ten felt that in the case where people leave employment in the industry voluntarily, they were doing so to move to something better. The overriding consideration was moving for better remuneration rather than the work hours. Some of the respondents also expressed the opinion that

these people in general were not moving to another brand within the restaurant industry, but rather to jobs in other industries.

The following views were expressed by some of the interviewees:

- *“...money is always a problem for all of us. People are leaving for greener pastures.”*

#### 5.3.2.2 Treatment by Restaurant Management

Nine of the respondents expressed the view that many staff members resigned due to the way they were treated by the management of the restaurant. Once again the main themes raised were unfair treatment and favouritism. Due to this staff members often felt that they had reached a dead end and would have to leave to be able to make any kind of move forward in their careers. Some new staff members sometimes found it difficult to be seen as part of the team and felt like outsiders, with managers more often than not allocating them very menial tasks when they first start.

The following views were expressed by some of the interviewees:

- *“because of the audits the managers shout and fight with us and this makes our jobs not nice”*
- *“many of the Zimbabweans leave because they know the managers will never give them opportunities like the South Africans”*

#### 5.3.2.3 Nature of the Work

Respondents also felt that the nature of the work had a great influence on people leaving the industry, with nine out of the twelve interviewees expressing this. Grillers felt that their jobs were very physically demanding, requiring long hours on their feet working in an environment with hot appliances and having to move around a lot. In the case of cashiers and waitrons the demands of dealing with difficult customers was also felt to be a factor that could lead to people leaving their jobs. There was also the opinion expressed that many of the employees that left due to this reason did so in the first few months, and that those who managed to stay around for long enough managed to eventually deal with the work environment.

The following views were expressed by some of the interviewees:

- *“Where we work is very difficult, it is very warm and makes my eyes dry and painful.”*

## 5.4 Research Question 4

### **What are the factors that would cause semi-skilled employees to be involuntarily separated from employment in the QSR industry?**

Involuntary staff turnover in this context focusses on dismissals due to misconduct and not dismissals due to incapacity or operational reasons. Both the senior managers and the restaurant managers had the same thoughts regarding the reasons for dismissals. In order to analyse these responses, inductive content analysis was used to identify the various factors leading to employee dismissals. Factors were ranked according to the number of respondents identifying each of the factors. The ranked factors will be presented separately for senior management, restaurant management and semi-skilled employees. High ranking factors can be seen to indicate a high level of agreement of the influence of the factor on job satisfaction.

#### 5.4.1 Management Results

**Table 11: Factors leading to involuntary turnover - Senior Management**

<b>Ranking</b>	<b>Factors leading to involuntary turnover</b>	<b>Respondents (n = 6)</b>
1	Theft	6
2	Timekeeping	6
3	Harassment	4

**Table 12: Factors leading to involuntary turnover - Restaurant Management**

<b>Ranking</b>	<b>Factors leading to involuntary turnover</b>	<b>Respondents (n = 6)</b>
1	Theft	6
2	Time keeping	6

Factors that were listed by 4 or more respondents were deemed significant and will be discussed in more detail below.

#### 5.4.1.1 Theft

All the management respondents said theft was the number one reason for dismissals within the industry. In terms of the industry, theft can be considered blatantly taking product or money from your restaurant, or fraudulently obtaining benefits, such as selling your staff meal or participating in credit card fraud. In most cases where theft was discovered in a specific restaurant, it was found to be the work of more than one person with syndicates prolific within the restaurants. Senior management blamed poverty and desperation, combined with opportunity, for the abundance of theft in the restaurants. In contrast, restaurant management were mostly of the opinion that theft was due to bad characters and could not be blamed on the circumstances of the employees.

The following views were expressed by some of the interviewees:

- *“People steal because they see how much other have and they want the same. They are greedy”*
- *“(Stealing) is a management issue, we always see that in those restaurants were the people are being caught, the daily processes are being neglected... By manager not doing his procedures correctly you create an opportunity”*

#### 5.4.1.2 Timekeeping

The two management groups were also all agreed that timekeeping was the other major reason for employees being dismissed in the QSR industry. Timekeeping in the context of the industry mostly refers to late coming and unauthorised absenteeism. Senior management expressed some sympathy in terms of late coming due to the difficulty employees face in getting to work on time. The dilemma faced by them though was that they needed to be consistent in their manner of disciplining employees for this to avoid the problem becoming even worse. Especially around absenteeism a no tolerance policy was being enforced by senior management. Whilst restaurant management also lists this as a major reason for dismissals they have a slightly different attitude, probably being more tolerant due to the added pressure these dismissals cause them directly.

## 5.4.2 Semi-skilled Employee Results

Table 13: Factors leading to involuntary turnover - Semi-skilled Employees

Ranking	Factors leading to involuntary turnover	Respondents (n = 12)
1	Theft	5

During the interviews of the semi-skilled employees this subject was only discussed if it was brought up by the employee and was not prompted due to the sensitive nature of the subject. It was also felt that employees would not feel comfortable talking about colleagues being dismissed unless they themselves brought up the subject. Of the twelve employees interviewed, only five brought up the subject of people being dismissed, and all of these discussions involved dismissals due to theft. The prevailing view of why employees would steal was that they were being greedy and that they were not grateful for what they had. Employees were reluctant to justify theft due to some need, but this could have been due to them not wanting to share this view in the interview.

The following views were expressed by some of the interviewees:

- *"sometimes people steal because they need the money, but mostly they don't realise what they have"*

## 5.5 Research Question 5

### **What are the factors that would increase the tenure of semi-skilled employees in the QSR industry?**

In order to get this concept across, respondents were asked to consider factors that would incentivise staff members to stay within the industry for longer than they currently are. Management respondents from both the senior levels and the restaurants responded mostly with the same factors. In order to analyse these responses, inductive content analysis was used to identify the various factors leading to employee dismissals. Factors were ranked according to the number of respondents identifying each of the factors. The ranked factors will be presented separately for senior management, restaurant management and semi-skilled employees. High ranking factors can be seen to indicate a high level of agreement of the influence of the factor on job satisfaction.



## 5.5.1 Management Results

Table 14: Factors to increase tenure - Senior Management

Ranking	Factors to increase tenure	Respondents (n = 6)
1	Communicate value of benefits	6
2	Improved on-boarding/induction process	6
3	Transparent/achievable internal growth path	4
4	Education programs for semi-skilled employees	3
5	Communicate success stories	2

Table 15: Factors to increase tenure - Restaurant Management

Ranking	Factors to increase tenure	Respondents (n = 6)
1	Transparent achievable internal growth path	6
2	Communicate value of benefits	4
3	Improved on-boarding/induction process	4
4	Better recognition for long service	3
5	Education program for semi-skilled employees	3

Factors that were listed by 4 or more respondents were deemed significant and will be discussed in more detail below.

### 5.5.1.1 Communicate Value of Benefits

Amongst both the senior management and restaurant management respondents, there was a feeling that semi-skilled employees did not have a full understanding of the value of the benefits provided by the company. Many of the employees for example do not understand the value of the provident fund that they belong to and would rather have the cash in hand than a benefit that they could not perceive as valuable. Additionally there was comments made regarding the method of communication, stemming from the notion that current forms of communication does not take the audience in regard. The importance of communicating these concepts in a language that was properly understood by the recipients was therefore seen as imperative.

The following views were expressed by some of the interviewees:

- *“Many of our cashiers leave to go to Woolworths for better hours and more pay. After a few months many of these are asking for their jobs back. Unfortunately once you have left us we don’t take you back”*
- *“Lots of staff don’t want the provident fund and would rather have the extra cash in the pocket...”*

#### 5.5.1.2 Improved On-boarding and Induction Process

All the senior management respondents and four of the restaurant management respondents felt that there needed to be improved ways of on-boarding new employees, and inducting them into the brand. It was felt that most of the employees leaving the industry did so in the first three months and that many of these did so due to being disillusioned about the nature of the job. New employees were also often given menial jobs in their first few weeks, making their employment even less attractive. Another concept that came up in discussion was that many new employees are thrown into the “deep end”. Being put into pressure situations, not having been equipped to deal with and then not coping with the pressure is felt to be a major factor in people not seeing a future for themselves in the business.

The following views were expressed by some of the interviewees:

- *“New people are always given jobs like cleaning toilets or something like that when they first arrive and it’s left to the other staff to train them. The managers do not properly introduce them to their new jobs.”*

#### 5.5.1.3 Transparent achievable internal growth path

Most respondents, four of the senior management and all the restaurant managers interviewed, felt that this was an important factor to consider when trying to retain employees through improved future perspective. Many of the semi-skilled employees in the industry do not perceive a path for growth within the industry and have no choice but to leave in order to improve their circumstances. Senior management respondents felt that once again better communication, showcasing the many success stories of employees making it through the ranks, could improve the impression staff might have of their ability to grow within the brand. The restaurant management interviewed, some of whom had worked themselves into management from restaurant employee level, also expressed this concern of showcasing the possibilities of growth for semi-skilled employees. There was also a feeling that many of the semi-skilled employees could

not make the jump directly into management and that there should be on or two extra layers in the restaurants leading to management.

The following views were expressed by some of the interviewees:

- *“... look for example at the new auditor that was just appointed. She started in the company as a back griller 5 years ago, worked to become a manager and has now been appointed at head office. We should be shouting about these cases.”*

## 5.5.2 Semi-skilled Employee Results

Table 16: Factors to increase tenure - Semi-skilled Employees

Ranking	Factors to increase tenure	Respondents (n = 12)
1	Equal salaries for positions	9
2	Better rewards for long tenure	7
3	Improved working conditions	4
4	Transparent fair growth path	4
5	Adequate training	2

Due to limited responses from semi-skilled employees the top two factors will be discussed further below.

### 5.5.2.1 Equal Salaries for Positions

As one of the factors highlighted in the job dissatisfaction results, this was highlighted as a factor employees felt would influence people into seeing more of a future for themselves within the business. Currently, in most of the restaurants where employees were interviewed, cashiers earned more than the staff working in the kitchens, and there was a prevailing opinion from interviewees that this was not fair due to the workload of those in the kitchen. They felt that more fairness in terms of remuneration would keep people around for longer.

The following views were expressed by some of the interviewees:

- *“...the back grillers work so hard and they get less than the cashiers. It’s not fair.”*
- *“Grillers should be paid more because they work the hardest in the restaurant”*

### 5.5.2.2 Better Rewards for Long Tenure

Another recurring theme during the interviews with the semi-skilled employees was that they felt employees that have been at the brand for long, should be rewarded for this, regardless of whether they had grown or stayed in the same position. Especially amongst the older employees that have been doing the same or a similar job for many years, the feeling was that there was few to no opportunities for them to move up in the organisation, but that they had been loyal employees and should earn more money due to this.

The following views were expressed by some of the interviewees:

- *"Mamma Betty is 60 years old and have been working at the company for 20 years. She should get the same salary as cashiers"*
- *"sometimes new people get opportunities first and this is discouraging for old people"*

## 5.6 Research Question 6

**Do the two levels of management and the semi-skilled employees have the same view of job satisfaction and the reasons for employee turnover?**

This question looks at the outcomes of each of the preceding five questions and highlights any differences between the answers from the management, both senior and restaurant and those of the employees. In some cases the answers were found to be explicitly different, but in others quite the same. Interestingly, even in cases where answers were the same, the motivation behind these answers were different between management and employees.

A comparison of the top rated answers from both management and employees looks as follows:

**Table 17: Comparison of Results between Management and Semi-skilled Employees**

	<b>Management</b>	<b>Employees</b>
<b>Job satisfaction</b>	Staff meals	Staff meals
	Medical aid	Medical aid
	Transport	Transport
	Recognition	Socialising
<b>Job dissatisfaction</b>	Work Hours	Management treatment

	Negative customer interaction	Work pressure
	Work environment	Customer treatment
	Inadequate staffing	Uneven Workload
<b>Voluntary turnover</b>	Greener pastures	Greener pastures
	Work pressure	Management treatment
	Unrealistic expectations	Nature of work
<b>Involuntary turnover</b>	Theft	Theft
	Timekeeping	
<b>Increased job tenure</b>	Understanding of the value of benefits	Equal salaries
	Improved on-boarding/induction	Better rewards for long tenure
	Clear growth path	Improved working conditions

**Job satisfaction** results reveal very similar results between management and semi-skilled employees, with the top three results identical for all interviewees. The one difference observed was that management felt that recognition was an important factor influencing job satisfaction, whilst employees felt the social aspect of their jobs, interacting with their colleagues and teamwork, was very important. Interestingly, employees were much more aware of the comparative value of their benefits than management gave them credit for, with many of the interviewees explicitly stating that they knew the benefits they received were much better than others in the industry received.

**Job dissatisfaction** results revealed the first significant difference in responses between management and employees. Management felt that the major factor leading to job dissatisfaction was difficult work hours and working on weekends. In contrast, work hours did not feature significantly in the responses from semi-skilled employees but treatment by management was revealed as the major factor leading to dissatisfaction of employees. Whilst some of the restaurant management interviewed spoke about staff disliking the pressure that was often put on them by their managers, they justified this as pressure brought on by compliance to standards. On the other hand many of the employees interviewed expressed this more as being abusive than merely additional pressure. Terms such as favouritism and unfairness were common during staff interviews.

**Voluntary turnover** responses revealed similar outcomes for the top rated result, with both management and employee feeling that most people left the business for greener pastures. The only anomaly in terms of this was that management felt that employees often left to go to other brands in the same industry, whilst employees thought that most people left to go into other industries. This seems to reiterate the fact that employees are aware of the value of their benefits when compared to others in the same industry and that in order to find greener pastures they would have to find something in another industry.

**Involuntary turnover** responses revealed only two major factors highlighted by management, being theft and timekeeping. Due to the sensitive nature of this line of enquiry, employees were only asked more about this subject if they themselves brought it up. In the few cases where this was discussed, employees overwhelmingly felt that the main reason for dismissals was theft. The interesting difference however between the responses of senior management on the one side and restaurant management and employees on the other side, was revealed when they were asked what the possible reasons for theft could be. Senior management seemed more eager to justify theft in terms of employees being needy, whilst those working in the restaurants, both management and employees were mostly of the opinion that this was because people were greedy.

**Increased future time perspective** also revealed some very interesting differences in responses between management and employees. Whilst management seemed to focus on initiatives such as better on-boarding processes and better understanding of benefits, employees seemed to feel more pragmatic solutions such as equal pay for all semi-skilled employees and rewarding employees with long tenure were factors that would incentivise employees to stay for longer. Employees also felt that the conditions they work under could be improved and that this would also lead to keeping people in the industry for longer.

## 5.7 **Conclusion to Findings**

The results of the six research questions demonstrated support for the existing literature regarding job satisfaction and both voluntary and involuntary employee turnover. The results also gives insights into the differences between the responses of management and semi-skilled employees and in some cases the motivations behind the responses.

## Chapter 6. Discussion of Results

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In this chapter the research findings presented in chapter 5 are discussed in more detail, whilst also linking these findings to the existing literature reviewed in chapter 2. Both the research questions and the structure of the in-depth interview questionnaires were defined using the body of existing research literature relating to job satisfaction, employee turnover and future time perspective. In order to achieve the level of data that could provide answers to the six main research questions, six senior management, six restaurant management and fifteen semi-skilled employees, semi-structured in-depth interviews were conducted over several weeks. All interviews were conducted in person within one business in the quick service restaurant industry. The data coding and analysis for each of the three groups of interviewees allowed for the aggregation and refinement of data, providing insights into the respective responses of each group and highlighting the contrasts between responses from the respective groups regarding factors influencing job satisfaction, employee turnover and time perspective. The content analysis and frequency ranking procedure allowed for the identification and ranking of factors according to the frequency of comments by the interviewees in each of the three groups.

Whilst the notions of job satisfaction, employee turnover and time perspective are not entirely elusive concepts, the research results discussed in this chapter contribute to a better understanding against existing research literature in these fields, with particular attention to the quick service restaurant industry in South Africa. The relevance of the results and literature in the context of this study will be explored in this section.

### 6.1 Discussion of Results for Research Question 1

Research question 1 sought to establish the factors leading to job satisfaction amongst semi-skilled employees. These findings regarding job satisfaction will be discussed in further detail below.

Firstly results of the interviews with both senior and restaurant management were ranked according to a frequency of responses. The combined results of the twelve management interviews as listed in ranked order in table 2 and table 3 were taken into account. The responses of management were based on their impressions of the factors they thought to have the greatest influence on the job satisfaction of semi-

skilled employees. Five factors were highlighted as being the most significant factors they believed influencing the job satisfaction of employees. These factors are:

1. Staff meals
2. Medical aid
3. Staff transport
4. Brand affinity and values
5. Incentives/recognition

Secondly the results of interviews with semi-skilled employees were also ranked in order of the frequency of responses. The combined results of the employee interviews are listed in ranked order in table 3. Responses garnered from employees were both in terms of their own experience and of what they believed their colleagues felt were the main factors leading to increased job satisfaction. Four factors were highlighted as being the most significant factors influencing their job satisfaction. These factors are:

1. Staff meals
2. Medical aid
3. Staff transport
4. Teamwork and socialising

As is clear from the results presented in tables 2 and 3, both levels of management and the semi-skilled employees felt that staff meals were an important factor leading to job satisfaction within the industry. The distinction made by Moorman (1993), between effective job satisfaction and cognitive job satisfaction can be seen as significant in terms of staff meals being seen as a main factor influencing job satisfaction. Staff meals has a positive influence on the rational evaluation of the conditions of employment within the industry. From the point of view of the managers, there is an understanding that these meals fulfil a crucial basic need for the employees, allowing them to function better at their jobs, and in the case of the company investigated, the staff also get an opportunity to have the same meals that they are serving to the customers. One can therefore conclude that there is also a effective satisfaction component to staff meals from a management point of view. Attempting to create a connection to the customers they are serving every day through allowing them to share in the product they are selling.

Even though both management and employees see staff meals as an important factor, and in terms of the cognitive component they are in agreement, there are differences in the component of effective satisfaction. Instead of expressing appreciation for the meals being from the menu, staff voiced that they would rather not have the same food



every day. In terms of the effective component of satisfaction, they did express appreciation for the socialising that came with sitting down for a meal with colleagues after or before the start of a shift. This echoes the research that shows that social interaction with work colleagues form an important component of job satisfaction (Bond & Bunce, 2003).

From a management point of view, medical aid also featured as a main factor leading to job satisfaction. The cognitive component of satisfaction is clearly the overriding factor to consider, as employees and management see this benefit as being an improvement in the conditions of employment in the industry. Whilst many of the management respondents felt that the employees did not have a full understanding of the value of benefits such as these, the results of the employee interviews painted a different picture, with many of them stating that they understood this to be something that none of the other brands in the industry provided benefits such as medical aid.

One aspect of providing medical aid to semi-skilled employees can be evaluated in terms of the behavioural aspect of job satisfaction discussed in the literature review. From a management point of view this is an important reason for providing employees with medical aid, as the behaviour they would like to encourage is less absenteeism due to illness from staff members. Especially towards month ends, employees often do not have enough money for treatment if they fall ill, and will then just stay away from work.

Once again staff transport was seen as a very important factor contributing to job satisfaction for semi-skilled employees. This is another example of a cognitive job satisfaction where a physical benefit is seen as having an influence on the satisfaction people find in their jobs in the industry. At present the benefit of transport is only applied to the evening shift, with staff members finishing work after six in the evening getting this benefit. The major advantages staff perceive from transport is firstly the saving in expenses and secondly the peace of mind that they are able to get home safely late in the evenings. Another implication of job satisfaction brought on by these factors is the positive influence it has on the actual operations of the restaurant, with especially medical aid and transport having positive outcomes as far as absenteeism is concerned. This was also observed by (van Saane et al., 2003).

The aspect of social interaction and teamwork was mentioned by many of the semi-skilled employee interviewees. As discussed by Moorman (1993), this amounts to effective job satisfaction, with staff finding their feelings and mood during work being positively influenced by this factor. Especially when talking to the cashiers and

waitrons, this aspect of their job seems to have a great influence on their interactions with their customers, and as noted by Spector (1985) this emotive aspect of job satisfaction has significant impact on job performance in terms of customer service. This could also be seen as an aspect of job satisfaction that is generally underrated by management as most of the management interviewees did not raise this as significant. Bond & Bunce (2003), shows in their research that there is a correlation between social interaction and job satisfaction.

Considering all these factors that lead to job satisfaction within the industry, it is clear that cognitive components seem to be the most universally impactful. Whilst both levels of management and semi-skilled employees interviewed are in alignment regarding the aspects leading to job satisfaction, the underlying motivation and reasoning is not always aligned. Literature often refers to factors such as skill variety, task identity, autonomy, and task significance as being factors that typically contribute to enhanced job satisfaction (Hackman & Oldham, 1976). This research however found that for semi-skilled employees working in the QSR industry the factors influencing their satisfaction are overwhelmingly linked to their physical needs such as food, medical care, and transport. This is also in contrast with the theory of motivation and hygiene factors put forth by (Herzberg, 1966).

The results of the interviews would suggest that one of the reasons for staff seeing these so called hygiene factors as improving their job satisfaction, is that their benefits compare favourably to those of other brands in the industry. Evidence also suggests that there needs to be a higher level of understanding from management regarding the importance of the social aspect of the work of the semi-skilled employees on their job satisfaction.

## **6.2 Discussion of Results for Research Question 2**

Research question 2 focussed on the factors that could lead to job dissatisfaction amongst semi-skilled employees. The interviews with both senior and restaurant management were ranked according to a frequency of responses. The combined results of the twelve management interviews as listed in ranked order in table 5 and table 6 were taken into account. The responses of management were based on their impressions of the factors they thought to have the greatest influence on the job dissatisfaction of semi-skilled employees. Six factors were highlighted as being the most significant factors leading to job dissatisfaction of employees. These factors are:

1. Work hours

2. Challenging environment
3. Negative customer interaction
4. Understaffing
5. Employee-management conflict
6. Compliance pressure

Secondly the results of interviews with semi-skilled employees were also ranked in order of the frequency of responses. The combined results of the employee interviews are listed in ranked order in table 3. Responses garnered from employees were both in terms of their own experience, and of what they believed their colleagues considered the main factors leading to increased job satisfaction. Four factors were highlighted as being the most significant factors influencing their job satisfaction. These factors are:

1. Treatment by restaurant management
2. Work pressure
3. Customer treatment
4. Uneven workload distribution

The results from interviews with management and employees regarding dissatisfaction reflect much more varied opinions than those for job satisfaction. The highest ranked factor from both senior and restaurant management was the difficult work hours that comes with employment in the industry. This can be classified as a cognitive component of job satisfaction as it refers to the conditions of employment inherent to the industry. In this case the negative aspects of work hours refer mostly to working in the evenings and working on weekends. Employee responses however did not reflect the same concern with the effect of the work hours on their enjoyment of their jobs. While it was raised, it was ranked only sixth in terms of negative aspects.

The high rating of challenging environment by senior and restaurant management referred mostly to the physical work environment of the employees. Once again a cognitive component of the job in the restaurant industry, this is echoed by the semi-skilled employees in a slightly different manner. Employees, whilst raising the issue of the physical nature of the labour required to do their work, were more concerned with the equal distribution of workloads than with the physical nature of the work. There was definitely a feeling of unhappiness regarding this, with especially the grillers feeling that even though their jobs were more demanding than the cashiers, the cashiers earned more money than they did. The concept of pay level satisfaction, being the amount of overall positive or negative effect (or feelings) that individuals have towards

their pay (Miceli & Lane, 1990), can be applied to this unhappiness with remuneration compared to others. One of the causes proposed for pay level satisfaction is the comparison process (Lum et al., 1998), which is exactly what is happening when the grillers compare their pay to that of the cashiers and feel hard done by.

The issue of dealing with customers was raised by both management and employees as one that negatively affected their enjoyment of their positions. Not surprisingly, research has shown this phenomenon as being a significant factor to consider, especially within the service industry. This can be defined as customer misbehaviour, which is when consumers behave in a manner that violates the generally accepted norms of conduct in consumption situations (Fullerton & Punj, 2004). Waitrons and cashiers interviewed felt especially exposed to abuse from customers, and also felt a sense of betrayal due to the fact that management would always make the assumption that the customer was in the right in any situation. Whilst this issue was highlighted in terms of job dissatisfaction, it did not feature as a factor when considering staff turnover. This points toward the possibility that whilst staff members see customer misbehaviour as detracting from their enjoyment of their jobs, they seem to understand that it is an integral aspect of the job and therefore accept it more readily.

The most telling factor leading to job dissatisfaction, raised by semi-skilled employees, were their unhappiness at the way they were often treated by restaurant management. This confirms the research discussed in chapter 2 regarding workplace bullying, referring to the mistreatment of employees by superiors or colleagues (Salin et al., 2011). Staff members mentioned that much of the mistreatment by restaurant management was due to the pressures that came with the work environment. This is reiterated in the research of Baillien, Neyens, De Witte, & De Cuype (2009), where specific mention is made of the difficult work environment that exists within the restaurant industry.

Interestingly this factor was considered significant by both senior management and semi-skilled staff, but was mostly ignored by restaurant management, pointing to a certain level of ignorance of the effect they are having on the staff members they manage. Senior management interviews revealed that these managers felt to certain extent that restaurant managers were not as involved in their restaurants as they should be. This mirrors to a certain extent the research finding that laissez-fair leadership style can also be considered a breeding ground for work place bullying (Skogstad et al., 2007).

When considering these factors leading to job satisfaction, the glaring exception between the thinking of management and the experience of the employees is the way the employees feel about the way they are treated by management. Whilst the factors such as work hours and work pressure that are intrinsic to the industry are raised, employees are much more vocal regarding the way they are treated by customers and management

### **6.3 Discussion of Results for Research Question 3**

Research question 3 sought to establish which factors had the greatest influence on semi-skilled employees voluntarily leaving employment in the quick service restaurant industry. The findings regarding employee turnover will now be discussed in further detail below. The interviews with both senior and restaurant management were ranked according to a frequency of responses. The combined results of the twelve management interviews as listed in ranked order in table 8 and table 9 were taken into account. The responses of management were based on their impressions of the factors they thought to have the greatest influence on voluntary turnover of semi-skilled employees. Four factors were highlighted as being the most significant. These factors are:

1. Greener pastures
2. Work pressure
3. Unrealistic expectations
4. External growth opportunities

Secondly the results of interviews with semi-skilled employees were also ranked in order of the frequency of responses. The combined results of the employee interviews are listed in ranked order in table 10. Responses garnered from employees were both in terms of their own experience and of what they believed their colleagues felt were the main factors influencing their decision to voluntarily leave employment in the industry. Three factors were highlighted as being the most significant. These factors are:

1. Greener pastures
2. Treatment by restaurant management
3. Nature of the work

Both semi-skilled employee and management respondents felt that most people that left the industry did so either to move to greener pastures or to go in search of greener

pastures. The main factor contributing to this intention to move, can be seen as the employees' level of satisfaction with their remuneration. Pay level satisfaction is defined as the amount of overall positive or negative effect (or feelings) that individuals have towards their pay (Miceli & Lane, 1990). Most of the management interviewed, felt that staff left for more money, but that they often had no understanding of the value of their entire remuneration package, and would often leave for small increases in their cash remuneration, regardless of their other benefits. The interviews with the semi-skilled employees, however, revealed a contrary view. There was a definite understanding from them regarding the value of their benefits when compared to other brands within the industry. They expressed the sentiment that most of their colleagues that left the brand did not do so to go to other brands within the industry, but rather to work in other industries.

The finding regarding the pressure of the work also raises some interesting issues. Both senior and restaurant management felt that many staff members left due to the pressure placed on them by their work environment. The interesting difference could be found in their explanation of where this pressure originated. Restaurant managers were quick to blame the pressure that is placed on them from a compliance point of view for the pressure they then placed onto employees themselves. From a senior management point of view this was not clear at all. In contrast to the view of the restaurant managers however, the semi-skilled staff interviewed, based their concerns regarding restaurant management more on factors such as unfair treatment and misbehaviour of management towards them.

This behaviour is confirmed by the discussion of attribution theory from chapter 2. As discussed, attribution theory tries to the ways in which we judge people differently depending on the meaning we attribute to their given behaviour (Robbins & Judge, 2013). Restaurant management expressed the view in some cases that pressure on them to comply to brand standards and the standards of senior management caused much of the pressure that they placed in the semi-skilled employees in their restaurants. This can be seen as a clear indication of these managers blaming external factors for their behaviour.

In contrast to this the semi-skilled employee interviews reveal a more personal aspect to the way they perceive their treatment by restaurant management. Most of the respondents felt that they were treated unfairly by managers, and that factors such as favouritism and even xenophobia formed part of this unfair treatment. These factors can be seen as internal attributions of the managers and clearly indicate the employee's feeling that they are being treated badly due to the personal attributes of

their individual managers, rather than due to external attributes beyond the control of their managers. Martinko et al. (2011), in their research, also found evidence of the nature of attribution styles within an organisation having an influence on the quality of the relationship between management and employees, as well as organisational outcomes. According to the Global Competitiveness Index 2015 – 2016, South Africa ranks 140<sup>th</sup> out of a 144 countries when it comes to cooperation in labour employer relations (Schwab, 2015). This statistic therefore seems to confirm the findings regarding the way employees in the industry feel about their managers. Interestingly evidence would suggest that members of the management interviewed, especially the restaurant management, were mostly ignorant of this issue, or did not deem it significant enough to mention in the interviews.

Both management and semi-skilled employees responded that the nature of the work in the quick service restaurant industry was another reason for employees voluntarily leaving. This corresponds with research that suggest that one of the main factors influencing an employee's intention to leave a job, is the level of satisfaction they experience with the working conditions of the job (Bodla & Hameed, 2008). Respondents raised concerns about their physical wellbeing in terms of the environment in the kitchen of a restaurant, and felt that some employees simply left due to the harshness of this environment. Responses can also be linked to the findings by Poulston (2008), that new employees were often put into high pressure situations without adequate training, thereby creating an unacceptable work environment that often lead to them leaving after only a few months.

Another factor to be considered here is not just the nature of the work per se, but the perception of employees that the perceived ratio between their inputs into their work does not equate to the output in terms of remuneration (DeConinck & Stilwell, 2004). In other words, the negative feelings towards conditions of employment are exacerbated by the feelings of inequity of the remuneration employees receive.

#### **6.4 Discussion of Results for Research Question 4**

Research question 4 sought to establish the reasons employees involuntarily left employment in the quick service restaurant industry. The findings regarding involuntarily employee turnover will now be discussed in further detail below. The interviews with both senior and restaurant management were ranked according to frequency of responses. The combined results of the twelve management interviews as listed in ranked order in table 11 and table 12 were taken into account. The

responses of management were based on their experience in terms of dismissals of semi-employees.

Only two factors stood out as being significant for both senior and restaurant management:

1. Theft
2. Timekeeping

The results of the interviews with semi-skilled employees were also ranked. Employees were not prompted to discuss involuntary turnover, and only cases where employees raised these issues spontaneously were discussed in the interviews. Also due to the sensitivity of the subject these discussions were often brief. Only one factor was raised by five of the employees:

1. Theft

The overwhelming response to the question of involuntary turnover from management, and the only factor brought up by the semi-skilled employees, was that of workplace theft. Senior management in general felt that theft was endemic to the industry and that tight management controls were the only way to combat this problem. This corresponds to the senior management view that theft in the industry was mostly for economic reasons due to the fact that semi-skilled staff earned very little. The study by Greenberg (1990), found that workers experiencing underpayment inequities, would increase their perceived short payment by stealing from their employer. The outcomes of the interviews confirm many of the individual and organisational factors raised in research, such as the tendency of other employees being encouraged to engage in theft due to them observing co-worker theft (Moorthy et al., 2015). Some interviewees raised the issue of theft in restaurants often being the work of syndicates within the restaurants, confirming the view held by researchers. Senior management interviewees raised the issues of theft due to need and because the opportunity presents itself, whilst restaurant management were more of the opinion that personal characteristics played a more important role in this kind of deviant behaviour.

The reluctance of employees to talk about theft as a deviant behaviour, was anticipated and proved to be rightly so. Only five employees broached the subject and they were very reluctant to elaborate on the subject. All the employees that were willing to talk about theft had the same response when asked what they thought the reason was for this theft. Literature talks of the following individual factors contributing to the prevalence of theft in the workplace, need (Greenberg, 1990), opportunity (Thoms et al., 2001), and personal characteristics (Mount et al., 2006). Without exception the



semi-skilled employees interviewed expressed the belief that it was solely due to the personal characteristics of the individuals that theft took place, and none of them tried to justify theft in terms of need or opportunity. There could be elements of social acceptability bias, where the interviewees are expressing their opinions based on what they think the interviewer wants to hear (Corbin & Strauss, 2014). Coupled with this semi-skilled staff members would also have experienced some interviewer bias due to the interviewer's position within the company.

The issue of involuntary turnover in the QSR industry, especially in terms of theft, should be explored in greater depth. From a management point of view it is clearly a major concern and cause for labour turnover, but there is an understandable reluctance from an employee level to acknowledge this problem. Poverty and the opportunity for theft that is characteristic of the restaurant industry cannot be ignored as major contributing factors to the high incidence of theft in the industry.

## **6.5 Discussion of Results for Question 5**

Research question 5 sought to establish the factors that would influence semi-skilled employees in the industry to remain in the employ of the company for longer, particularly due to them envisioning a better future for themselves in the industry than they currently can. Firstly the interviews with both senior and restaurant management were ranked according to the frequency of responses. The combined results of the twelve management interviews as listed in ranked order in table 15 and table 16 were taken into account. The responses of management were based on their impressions of the factors they thought could increase the job tenure of semi-skilled employees. Three factors were highlighted as being the most significant factors that could lead to higher job tenure. These factors are:

1. Communicate value of benefits
2. Improved on-boarding and induction process
3. Transparent, achievable internal growth path

Secondly the results of interviews with semi-skilled employees were also ranked in order of frequency of responses. The combined results of the employee interviews are listed in ranked order in table 17. Responses garnered from employees were both in terms of their own experience and of what they believed their colleagues felt were the main factors that could increase their job tenure. Two factors were highlighted as being significant in terms of increased job tenure. These are:

1. Equal salaries for positions

## 2. Better rewards for long tenure

The findings regarding longer tenure will now be discussed in further detail below.

A significant factor raised by both senior and restaurant management, with ten of the interviewees highlighting this, was the communication of the value of benefits. Especially amongst senior management there was a feeling that many semi-skilled employees resigned due them not having a full understanding of the benefits they receive and that they would stay for longer if they indeed had this understanding. Interestingly, most of the employees interviewed, were in fact very aware of the value of the benefits they received from the company compared to other companies in the industry. The basis for this anomaly could be found in attribution theory (Robbins & Judge, 2013), and more specifically in the fundamental attribution error (Miller & Lawson, 1989), with management attributing the turnover behaviour of employees to internal factors such as their lack of knowledge in terms of the benefits the employees receive.

The second significant factor raised by the management interviewees, with ten of the interviewees expressing this sentiment, was the need for better on-boarding and induction of new employees. This is echoed by the research of Poulston (2008), having noted that new employees in the industry are often thrown in the deep end when they first arrive. Interviewees expressed that many of the new employees that left the industry within the first three months of being employed did so due to this “sink or swim” approach to introducing employees to the industry. New employees are often given menial jobs when they are first employed. Research suggests that effective training and development of new employees reduce stress and has a positive influence on staff turnover (Faulkner & Patiar, 1997).

Thirdly, management interviewees expressed the opinion that by having a transparent achievable growth path for semi-skilled employees, one would increase the tenure of these employees. The concept of the time perspective (Lewin, 1942), has some significance in terms of this response as it could be seen to show the variance in time perspectives between management and semi-skilled staff. Senior management clearly has the view that through a growth path for semi-skilled staff, which can be seen as their long term prospects, there will be an increase in tenure in the industry. The responses from semi-skilled employees, however, are more fixated on current rewards to increase tenure, and can therefore be seen to be of a much shorter future time perspective.

Responses from semi-skilled staff in contrast to those of management, mostly centred on remuneration. Miceli & Lane (1990), defines pay level satisfaction as the amount of overall positive or negative feelings that individuals have towards their pay. Interestingly, semi-skilled employees did not overtly express concern with the pay levels in the industry, but were much more concerned with perceived inequalities in pay level between them and their peers. The sentiment is echoed in the concept that satisfaction with pay outcomes is dependent on comparisons with other people (Till & Karren, 2011). An example that came up in more than one interview was the difference in pay level between cashiers and grillers. From an industry point of view, this difference is due to the fact that cashiers have the burden of responsibility for cash. The view from the employees, including some cashiers, however was that grillers worked physically much harder and therefore it was unfair that they earned less than cashiers. This view is in contrast to human capital theory (Becker, 2009), where the emphasis is placed on knowledge and skills of individuals and not on the extent of the physicality of the work they do.

Semi-skilled employees interviewed also viewed the opinion that there should be higher rewards for long tenure within the company. Once again the current practice from a company point of view seems linked more to human capital theory, where human capital corresponds to knowledge and characteristics the worker has (Acemoglu & Autor, 2011), and that this is linked to remuneration rather than tenure being linked to remuneration. One of the reasons given for this sentiment from semi-skilled employees, was that many of the older employees in the company that have been with the company for a very long time have never had the chance to improve their education and therefore their positions within the company. There was a feeling that these employees had been used when it was convenient for the company, but that they now have very limited options for betterment.

The results in terms of factors that will increase tenure, once again reveal the differences between the thoughts of management and those of semi-skilled employees. Employees are much more concerned with equality in terms of pay whilst management seem to take a longer term view regarding increasing job tenure within the industry.

## **6.6 Discussion of Results for Question 6**

Research Question 6 sought to establish whether there were any differences in the answers provided by management and semi-skilled staff, and to highlight these differences. The results of this comparison can be found in table 18. Whilst there were

some similarities in answers for some of the questions, there were also differences in some cases. The main factors raised by employees as being more significant, and less so by management, can be summarised as follows:

1. Job satisfaction
  - Socialising with co-workers
2. Job dissatisfaction
  - Mistreatment by management
  - Mistreatment by customers
3. Voluntary turnover
  - Mistreatment by management
4. Involuntary turnover
  - The reasons for theft
5. Increased job tenure
  - Equal remuneration
  - Increased remuneration for tenure

Differences between the opinions of management and employees when answering the interview questions were very clear. Even in cases where factors listed as being responsible for job satisfaction were agreed upon by management and employees, the intrinsic motivation behind these factors were not the same for the three levels interviewed. Considering job satisfaction, both management and staff felt that a cognitive aspect such as staff meals had great importance, but where management saw this as an opportunity to allow staff to eat the food that they served and thereby to identify with their customers more, staff members saw this more as an opportunity to socialise with their peers.

Job dissatisfaction results revealed one of the most telling instances of anomalies between staff and management responses. Employees raised the issue of management mistreating them as well as putting pressure on them as one of the main factors leading to job dissatisfaction. In their turn, restaurant management seemed reasonably unaware of this sentiment expressed by staff members. Whilst restaurant management were quick to blame head office compliance pressure as a reason for the pressure they put on staff members, they did not take any of the blame on themselves. Senior management also seemed in general unaware of the extent of employees' feeling about the way they are treated by management.

Another glaring difference of opinion can be found in the feeling from management that employees had little understanding of the value of their benefits. In contrast to this,

most of the employees interviewed, seemed aware of the value of the benefits, especially when compared to other brands within the industry. Employees therefore felt that most of their colleagues that voluntarily leave the brand, do so not to go to other brands within the industry, but rather to other industries entirely. Management, on the other hand, expressed the opinion that employees would leave to another brand for a nominal increase in salary, hence their concern regarding the importance of benefits.

Lastly, in terms of the factors that would influence employees to remain in the company for longer, there were also differences in opinion between management and employees. Whereas management focussed on improving the future prospects of employees through certain initiatives, employees were more concerned by payment equity and rewards for longer tenure in terms of higher remuneration.

## Chapter 7. Conclusion

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### 7.1 Introduction

This chapter highlights the principle findings of the research whilst also discussing the implications of the findings for management and other stakeholders. Limitations of this research are discussed and suggestions are made for any future research in the area. The discussion of the results will centre on the factors influencing job satisfaction and employee turnover.

### 7.2 Principle Findings

The South African Quick Service Restaurant industry faces many challenges with one of the primary challenges being the difficult labour environment that the industry operates in. High employee turnover rates, coupled with a harsh working environment, makes for testing management conditions. Driving job satisfaction in an industry where semi-skilled workers make up the bulk of employees, and where remuneration is linked very closely to minimum wage, can be very challenging. Coupled with this is the high cost of staff turnover (O'Connell & Kung, 2007). South Africa ranks a lowly 140<sup>th</sup> out of 144 countries in cooperation between employers and employees, indicating a possible gap in the perceptions of management compared to that of semi-skilled employees (Schwab, 2015).

The first contribution of this study is in further understanding the factors that influence increased job satisfaction amongst semi-skilled employees in specifically the QSR industry. By gathering both the perspectives of management in terms of senior and restaurant management and then comparing these perspectives to the factors raised by the semi-skilled workers themselves, the study hopes to reveal similarities and more importantly dissimilarities between management and employees. Semi-skilled employees and management agreed on most of the factors that lead to job satisfaction, and the overriding sentiment was that these were mostly cognitive in nature. Factors such as staff meals, medical aid and transport were seen by all parties as the most important to influencing job satisfaction. Whilst these factors fulfilled a more basic need for the staff members, management often expressed the view that these benefits had other components that could be seen as more effective in terms of job satisfaction.

Employees also expressed some effective satisfaction components to these factors, but from their point of view these were more regarding the social component of staff

meals. This social component of their jobs leading to satisfaction was largely ignored by management and is a key area that management could focus on when considering the satisfaction of employees in this sector. The critical insight when considering the factors leading to job satisfaction within the industry is that whilst management and employees cognitively consider mostly the same factors to be the most influential, the underlying effective components or factors are not the same. It would be very beneficial for management to align with the effective components of their employees, as this could inform them in terms of any changes to job satisfaction initiatives going forward.

Secondly this research contributes in the area of understanding the factors that lead to job dissatisfaction for semi-skilled employees in the sector. Views were much more varied between managers and employees when looking at factors leading to job dissatisfaction. One factor that was similar for all the interviewees was the physical demands of the job, but whilst management felt the problem was explicitly the nature of the work, employees rather felt the problem was due to unequal distribution of the demanding tasks.

The difficulty of working with demanding consumers was raised by both management and employees as detracting from the enjoyment of the jobs of the semi-skilled employees. There did, however, seem to be an understanding from employees that this was an intrinsic part of their jobs, and that whilst it negatively affected their job satisfaction, it was not significant enough to lead to labour turnover. The issue of customer abuse, however, gives rise to more distrust of management from semi-skilled employees who felt that management always took the side of the consumer over that of the employee.

Significantly, the most influential factor detracting from employees' enjoyment of their jobs was reported as the way they are treated by restaurant management. In some cases employees felt that this mistreatment was due to operational pressures placed on managers, but there was also reports of abusive behaviour due to favouritism and some interviewees even felt that xenophobia played a role in the way they were treated by management. The fact that this issue was raised by both senior management and semi-skilled employees, but largely overlooked by restaurant management, highlights a very important factor that should be considered when attempting to address issues of job dissatisfaction.

The third contribution of this study is to be found in the understanding of the reasons for employees voluntarily leaving their employment. The main factor raised by both management and employees was that people leave for greener pastures. The anomaly

in the reasoning for this, however, can be found in the differing views of the management and the employees. Management felt that due to employees being ill informed regarding the value of their benefits, they would often leave for a nominal increase in salary, even going to other brands in the industry. Employee interviews however revealed that they had a much better understanding of the value of their benefits than management believed. Employees also exhibited awareness regarding the comparative value of their benefits to others in the industry as being very positive. They therefore expressed the opinion that most of their colleagues leaving voluntarily did so to work in other industries or to further their studies.

An interesting insight regarding the opinion of both management and employees, that a significant reason for voluntary turnover is due to the pressures that come with working in restaurants, is the difference in the reasoning for this pressure between management and employees. Restaurant management blames the pressure on the demands set of them by senior management, whilst employees feel that they are treated unfairly by restaurant management, causing much of the pressure and making for a unbearable work environment for some employees. The mistrust of management by employees was one of the clear outcomes of the research and a recurring theme when talking about job satisfaction and staff turnover.

Physical work conditions were also raised as an issue that many employees could not deal with, causing them to leave their employment. Inadequate training and on-boarding of new employees was felt to be at the heart of this problem as they were not effectively prepared for their jobs.

A fourth contribution to research in this area is the prevalence of theft in the QSR industry as being the main contributing factor leading to involuntary staff turnover. The findings of this research was mostly based on the opinions of management who in general blamed poverty combined with opportunity for the high incidence of theft in the industry. As expected semi-skilled employees were very reluctant to elaborate on the subject of theft and more research will be required to understand this better from an employee point of view.

Fifthly the contribution of this report to research centres around an understanding of the factors that can increase tenure in the industry. Management generally felt that focussing on having employees understand the value of their benefits and showing them an achievable growth path within the industry, could lead to longer tenure. Combined with this, they felt that better on-boarding processes would reverse the trend of attrition within the first three months of employment. Whilst theoretically these are



all sensible approaches to ensuring longer tenure, the employees on the other hand focussed on equality of remuneration and financial rewards for long tenure as ways of ensuring people stayed in their employment for longer. The interesting observation here is that employees did not fixate on their remuneration in general, but rather on the inequality of remuneration between peers in the restaurants. There was a feeling of unfairness in the way that certain positions were afforded a higher status and salary, whilst some of the less earning positions were actually physically much harder work.

### **7.3 Recommendations to Management**

Senior management need to have a better understanding of the underlying or effective components of the factors that positively influence job satisfaction of the employees in the industry. Whilst there is alignment in terms of the factors that employees see as enhancing their work experience, there is a discrepancy between managers and employees in what aspects of these factors are most important. If management had a clear view of these aspects, they would be able to adjust these factors to suit employees' needs better.

Both senior and restaurant management should pay more attention to the importance of the social aspect of employment within the industry. Employees consider socialising within the workplace as a important factor contributing to their job satisfaction. Initiatives and rewards focussing on socialising should be seen as effective ways of increasing job satisfaction.

Dealing with difficult customers was revealed as a significant factor leading to job dissatisfaction amongst employees. The negative side of customer service will always be part and parcel of the industry, but senior management could do more to equip staff members to deal with these situations, possible through training interventions.

Both senior management, and especially restaurant management, should make a greater effort to address the mistrust that exists between employees and management. In most cases it seems that restaurant management is blissfully unaware that they themselves are responsible for much of the dissatisfaction that employees experience in their jobs.

Senior management should ensure adequate training, especially for new employees, who often find themselves in the high pressure situations without being prepared. Many of these employees leave in the first three month after being employed due to these

pressures. Restaurant managers also have significant influence to alleviate these pressures by ensuring proper staffing and scheduling.

The research would suggest that there is a lack of understanding from employees regarding the reasons certain positions are paid better than others, for example cashiers being paid more than grillers. Senior management could do a better job of ensuring employees understand the reasons for this, and also to position these higher paid positions as growth opportunities for those staff members in the lower paid positions.

#### **7.4 Limitations of the Research**

- The use of projective techniques to gather data regarding employee deviant behaviour possibly had limited success, with most employees reluctant to mention the subject of theft in the workplace.
- Research was conducted in one of the major brands in the South African QSR industry, and was not conducted across the industry.
- Interviewees, especially amongst the semi-skilled employees, could have been reluctant to share information with a member of the management of the company.

#### **7.5 Suggestions for Future Research**

- Additional research on socially deviant behaviour in the hospitality industry leading to involuntary turnover due to theft and other deviant behaviours. What is the influence of readily available goods and cash combined with the low economic status of semi-skilled employees in the industry, on the prevalence of these deviant behaviours?
- Future research should focus on job satisfaction/dissatisfaction and employee turnover of semi-skilled employees in other industries such as manufacturing, mining and agriculture.
- Further research focussing on the challenges in the relationship between employees and management would be valuable.

#### **7.6 Conclusion**

Whilst this research has confirmed much of the existing literature, it also contributes in terms of the QSR industry specifically, and the unique relationship that exist between management and employees in South Africa. Job satisfaction is mostly driven by

cognitive factors such as staff meals and transport. The underlying benefits of these initiatives are not necessarily understood by management, and this is a recurring theme of the research. The importance of management gaining a better understanding of the motivational needs of semi-skilled employees, has been highlighted by this research, as well as the need to further understand the complexities of the relationship between restaurant managers and restaurant employees.

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## Appendix 1

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### Interview Guide: Semi-skilled Restaurant Staff

#### Research Interview Consent Letter

Dear Sir/Madam,

I am conducting research on job satisfaction and the decision whether to stay or leave employment in the South African quick service restaurant industry. This research is being done as part of my MBA degree and I really appreciate the time you have sacrificed to be interviewed.

The interview should take no longer than 30 minutes. Your participation is voluntary and you may withdraw at any time without penalty. Off course all data will be kept confidential and no names will be recorded as part of the interview. If you have any concerns please feel free to contact me. My details are provided below.

Thank you very much for participating.

Researcher name: Chris Swanepoel

Email: [chriss@nandos.com](mailto:chriss@nandos.com)

Phone: 078 369 7736

Signature of Researcher: \_\_\_\_\_ Date: \_\_\_\_\_

<b>Semi-skilled Employee Interview</b>			
<b>Background</b>			
How long have you been working in the industry?			
6 – 12 months	1 – 2 years	3 – 5 years	5 years or more
What position are you currently working in?			
Cashier/Coordinator	Griller	Waitron	
Have you always worked in this position or did you start in another?			
<b>Job Satisfaction</b>			
Can you list the things that people find enjoyable about working in the restaurant?			
Can you list the things people don't like about working in the restaurant?			
Can you give a few suggestions of how management could make staff enjoy their jobs more?			

What do you like most about being a \_\_\_\_\_?

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What makes being a \_\_\_\_\_ difficult?

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**Employee Turnover**

Intro: We have seen in our business that people leave quicker or more than in other businesses. Have you noticed this in your restaurant?  
If so, do you see this as a problem for the restaurant or for you in your job?

Yes	No	Maybe
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Why?

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Why do you think these people leave?  
(Prompt: Both voluntarily and involuntarily. Only if the interviewee brings up the issue of theft or fraud will this issue be further explored in terms of the reasons for people being dishonest.)

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<b>Future Perspective</b>
As we see, people often leave our business quite soon after they started. What do you think could be done to ensure people stay in the business for longer?
<b>Thank you so much for sharing your thoughts with me. I assure you that your answers will be treated with complete confidentiality and that your name or the name of your restaurant will not appear anywhere in the research report or be otherwise shared.</b>



## Appendix 2

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### Interview Guide: Management

#### Research Interview Consent Letter

Dear Sir/Madam,

I am conducting research on job satisfaction and the decision whether to stay or leave employment in the South African quick service restaurant industry. This research is being done as part of my MBA degree and I really appreciate the time you have sacrificed to be interviewed.

Firstly, my interest is in understanding which facets of employment you, as a manager in the industry, perceive as being enjoyable and less enjoyable to the semi-skilled workers that are employed in the restaurants. This knowledge could go a long way in helping managers such as yourself gain a better understanding of the needs of the employees in the industry.

Secondly I want to investigate the reasons why some employees stay in the industry and why other leave the industry. Retention of employees is one of the greatest challenges the industry faces, and these insights will improve our understanding of the reasons for high employee turnover. I will be investigating this from both the employee's perspective and that of management.

The interview should take no longer than an hour. Your participation is voluntary and you may withdraw at any time without penalty. Of course all data will be kept confidential and no names will be recorded as part of the interview. If you have any concerns please contact my supervisor or I. Our details are provided below.

Thank you very much for participating.

Researcher name: Chris Swanepoel

Email: [chriss@nandos.com](mailto:chriss@nandos.com)

Phone: 078 369 7736

Supervisor name: Margie Sutherland

Email: [sutherlandm@qibs.co.za](mailto:sutherlandm@qibs.co.za)

Phone: 011 771 4000

Signature of Participant: \_\_\_\_\_ Date: \_\_\_\_\_

Signature of Researcher: \_\_\_\_\_ Date: \_\_\_\_\_

<b>Management Interview</b>			
<b>BACKGROUND</b>			
How long have you been working in the restaurant industry?			
6 – 12 months	1 – 2 years	3 – 5 years	5 years or more
What is your current position			
Restaurant Manager	Area Manager	HR Director	
Finance Director	COO	CEO	
<b>JOB SATISFACTION</b>			
<b>Can you list the things that you believe semi-skilled restaurant employees enjoy most about working in the restaurants?</b>			
<b>Can you list the things you believe semi-skilled restaurant employees don't like about working in the restaurants?</b>			
<b>Can you list any suggestions you might have of things that could be changed to make them enjoy their jobs more?</b>			
<b>What do think makes each of the following occupations enjoyable?</b>			
<b>Cashier</b>			
<b>Waitron</b>			

<b>Griller</b>	
<b>What do you think makes each of the following occupations less enjoyable?</b>	
<b>Cashier</b>	
<b>Waitron</b>	
<b>Griller</b>	
<b>LABOUR TURNOVER</b>	
<b>How significant would you rate the impact of people leaving your company?</b>	
Low	Moderate
	High
<b>Why do you say this?</b>	
<b>Can you please list what you think the main reasons are for people voluntarily leaving our restaurants?</b>	
<b>When people are dismissed, what do you think are the main reasons?</b>	

**In cases where staff members have been dismissed for stealing, what do you believe are the main reasons**


**What do you think would make semi-skilled employees stay in the restaurants for at least two years?**


**Thank you so much for sharing your thoughts with me. I assure you that your answers will be treated with complete confidentiality and that your name or the name of your restaurant will not appear anywhere in the research report or be otherwise stated.**

## Appendix 3: Extract of Data Analysis for Management

Senior management analysis - Excel

FILE HOME INSERT PAGE LAYOUT FORMULAS DATA REVIEW VIEW ADD-INS

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Senior Management Analysis								
Total	Factor	Mngr 1	Mngr 2	Mngr 3	Mngr 4	Mngr 5	Mngr 6	
6	Staff meal	1	1	1	1	1	1	
5	Medical aid	1		1	1	1	1	
5	Staff transport	1		1	1	1	1	
4	Brand affinity	1	1		1		1	
3	Teamwork	1		1			1	
3	Skills Acquisition	1	1			1		
2	Growth opportunities	1	1					
1	Incentives		1					
1	Climate Survey			1				
6	Work hours	1	1	1	1	1	1	
5	Challenging work environment	1	1	1	1		1	
5	Negative customer interaction	1	1	1	1	1		
4	Employee management conflict	1	1			1	1	
3	Cost of transport	1		1	1			
3	Harassment	1		1	1			
6	Greener pastures	1	1	1	1	1	1	
6	Unrealistic expectations	1	1	1	1	1	1	
5	Work pressure	1	1	1	1		1	
4	External growth							

Sheet1

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## Appendix 4: Extract of Data Analysis for Semi-skilled Employees

Senior management analysis - Excel

FILE HOME INSERT PAGE LAYOUT FORMULAS DATA REVIEW VIEW ADD-INS

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		Semi-skilled employee interview analysis												
	Total	Factor	Employee 1	Employee 2	Employee 3	Employee 4	Employee 5	Employee 6	Employee 7	Employee 8	Employee 9	Employee 10	Employee 11	Employee 12
Factors influencing job satisfaction	12	Staff Meal	1	1	1	1	1	1	1	1	1	1	1	1
	8	Teamwork/social	1		1	1	1	1		1	1			1
	2	Skills	1						1					
	11	Medical Aid	1	1	1	1	1	1	1	1		1	1	1
	4	Customer Interaction	1		1							1	1	
	9	Transport		1	1		1	1	1	1	1	1	1	
	4	Better comparable benefits		1	1		1						1	
	4	Challenging work						1	1		1			1
	6	Growth opportunities	1		1			1	1	1		1		
	2	Provident fund							1		1			
Factors influencing job dissatisfaction	10	Management Treatment	1	1	1	1	1			1	1	1	1	1
	10	Work pressure	1	1	1	1	1	1	1	1		1	1	
	9	Uneven workload	1	1		1	1	1	1	1	1	1		
	7	Unequal remuneration	1	1			1	1		1			1	1
	10	Customer abuse	1		1	1	1	1		1	1	1	1	1
	7	Work hours			1			1	1	1	1	1	1	
	4	Cost of transport			1					1		1	1	
	1	Xenophobia				1								
9	Management Treatment	1	1		1	1		1	1	1	1	1	1	
2	Inadequate Training	1									1			

Sheet1

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## **Appendix 5: Ethical Clearance Letter**

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Dear Christo Swanepoel

Protocol Number: **Temp2015-00916**

Title: **Job Satisfaction and the Stay/Go Decision of Semi-Skilled Employees in the South African Quick**

**Service Restaurant Industry**

Please be advised that your application for Ethical Clearance has been APPROVED.

You are therefore allowed to continue collecting your data.

We wish you everything of the best for the rest of the project.

Kind Regards,

GIBS Ethics Administrator